

Original Copy

SMITHSONIAN INSTITUTION

FIVE-YEAR PROSPECTUS
FY 1983 - FY 1987

Congressional
Action

FY 1983



January 25, 1982

T A B L E O F C O N T E N T S

	<u>Page</u>
INTRODUCTION	1
SCIENCE	16
HISTORY AND ART	30
PUBLIC SERVICE	39
MUSEUM PROGRAMS	48
SPECIAL PROGRAMS	61
ASSOCIATES PROGRAMS	73
BUSINESS MANAGEMENT ACTIVITIES	79
ADMINISTRATIVE, FINANCIAL, AND OTHER SUPPORT SERVICES	85
FACILITIES PLANNING, CONSTRUCTION, RESTORATION AND RENOVATION	92
BEYOND 1987	106
APPENDIX: SMITHSONIAN OPERATING RESOURCES FY 1975-FY 1987 IN CONSTANT 1981 DOLLARS	115
TABLES AND CHARTS	
1. SMITHSONIAN INSTITUTION: SOURCE OF OPERATING FUNDS, FY 1981 AND PROJECTED THROUGH FY 1987	10
2. SMITHSONIAN INSTITUTION: APPLICATION OF OPERATING FUNDS, FY 1981 AND PROJECTED THROUGH FY 1987	11
3. APPLICATION OF SCIENCE OPERATING FUNDS, FY 1981 AND PROJECTED THROUGH FY 1987	26

	<u>Page</u>
4. APPLICATION OF HISTORY AND ART OPERATING FUNDS, FY 1981 AND PROJECTED THROUGH FY 1987	35
5. APPLICATION OF PUBLIC SERVICE OPERATING FUNDS, FY 1981 AND PROJECTED THROUGH FY 1987	45
6. APPLICATION OF MUSEUM PROGRAMS OPERATING FUNDS, FY 1981 AND PROJECTED THROUGH FY 1987	56
7. APPLICATION OF SPECIAL PROGRAMS . OPERATING FUNDS, FY 1981 AND PROJECTED THROUGH FY 1987	68
8. APPLICATION OF ASSOCIATES PROGRAMS OPERATING FUNDS, FY 1981 AND PROJECTED THROUGH FY 1987	77
9. APPLICATION OF BUSINESS MANAGEMENT OPERATING FUNDS, FY 1981 AND PROJECTED THROUGH FY 1987	82
10. APPLICATION OF ADMINISTRATIVE, FINANCIAL, AND SUPPORT ACTIVITIES OPERATING FUNDS, FY 1981 AND PROJECTED THROUGH FY 1987	90
11. NATIONAL ZOOLOGICAL PARK REDEVELOPMENT AND FRONT ROYAL CONSERVATION CENTER IMPROVEMENTS, FY 1981-87	97
12. FACILITIES PLANNING, RESTORATION, RENOVATION AND OTHER CONSTRUCTION, FY 1982 AND PROJECTED THROUGH FY 1987	100
13. SMITHSONIAN OPERATING FUNDS, FISCAL YEARS 1975, 1981 AND 1987 IN ACTUAL AND CONSTANT 1981 DOLLARS	118
CHART A: SMITHSONIAN OPERATING FUNDS IN CONSTANT 1981 DOLLARS, FISCAL YEARS 1970, 1975, 1981, 1983, 1987	117
ORGANIZATION CHART OF THE SMITHSONIAN INSTITUTION	119

At the meeting of the Board of Regents, January 25, 1982, it was

VOTED that the Board of Regents approves
the Five-Year Prospectus dated January 25,
1982, covering the fiscal years 1983 to
1987, anticipating that annual revisions
will similarly be presented for its
approval.

S. Dillon Ripley
Secretary

SMITHSONIAN INSTITUTION
FIVE-YEAR PROSPECTUS
FY 1983 - FY 1987
INTRODUCTION

James Smithson bequeathed the whole of his property "to the United States of America, to found at Washington, under the name of the Smithsonian Institution, an establishment for the increase and diffusion of knowledge among men." In doing so, he created a charitable trust, through the terms of which the United States would serve as trustees for purposes directed toward the benefit of all mankind. By the Act of July 1, 1836, Congress accepted Smithson's bequest, and pledged the "faith of the United States" to carry out its purposes. In the Act of August 10, 1846, Congress established the Institution in its present form and placed responsibilities for management with a Board of Regents.

The Smithsonian is a unique combination of a privately endowed and governmentally supported institution administered by a Board composed of both ex officio governmental officials and governmentally selected citizens. This arrangement has made possible the remarkable achievements of the Institution during the 135 years of its existence. Over the years, this unique Institution has come to be regarded as one of the world's most important repositories for both private and public collections and for contributions from donors who wish to support the increase and diffusion of knowledge. The great National Collections now consist substantially of private gifts. Continuing additions to the Smithsonian's trust funds have expanded and nourished the Institution's usefulness. Appropriations recommended by the President (who is ex officio a member of the Smithsonian Establishment) and approved by Congress have provided steadily increasing federal support for many of the Smithsonian's far-reaching services to the public. Through the development of the Smithsonian Associate programs, the Institution now has a nationwide group of interested supporters who sponsor many of its educational activities across the country.

The Smithsonian Institution's programs are devoted to public education, research, and national service in the arts, sciences, and history. Centered on the Mall in Washington, D.C., it also operates major facilities and activities elsewhere in Washington, across the country, and overseas. It is one of the world's leading research centers and encompasses the world's largest museum complex, attracting approximately 27,000,000 visitors annually to its museums, galleries, and zoological park. Additional millions of people also view Smithsonian traveling exhibitions, which appear throughout the United States and abroad, and its annual Folklife Festival. As custodian of the National Collections, it possesses more than 78,000,000 art objects, natural history specimens, and artifacts. The collections are displayed for the enjoyment and education of visitors and are utilized for research by the staff of the

Institution and by hundreds of visiting students, scientists, and historians each year. Other significant study efforts draw their data and results directly from terrestrial, marine, and astrophysical observations made in the field or located in data collections of various Smithsonian installations.

The broad goal of the Smithsonian Institution is the increase and diffusion of knowledge about Man, his culture and his environment. To accomplish this, the Smithsonian conducts a wide range of programs, many of which are joint ventures in cooperation with other institutions, universities, and government agencies in the United States and on every continent. As an outgrowth of basic scientific research, fundamental data are assembled for use by planners and research workers in other organizations, both government and private. Much of this activity fosters conservation, and can be expected to lead to results that are directly applicable to national needs and goals. Historical research, which enhances knowledge of this nation's growth through studies of technological development, art, and folklife and folklore traditions, also is a major endeavor.

The results of the Institution's research are disseminated to a wide audience through books, monographs, exhibit catalogues, and education pamphlets. Public-oriented programs include exhibits, performances, radio, television, and Smithsonian magazine. The management and care of the National Collections and a program for the selective acquisition of important items are basic commitments. Administration and support functions, including the development and care of facilities, protection and management services, serve the program elements of the Institution.

In the fall of 1977, the Regents and the Secretary established a five-year forward planning process covering all activities of the Institution. This process has proven to be a useful mechanism for management to examine development alternatives and to communicate important results and information to the Institution's Congressional authorizing and appropriations committees, and to other interested constituents. The Five-Year Prospectus, FY 1983-87 is the fourth in a series of documents resulting from that action.

The process is an annual one and involves the preparation of plans and resource projections by each of the Smithsonian's organizations. The review of these materials by appropriate executive staff members occurs throughout the spring and summer months simultaneously with the assembly of the federal and trust budgets for the forthcoming fiscal year. A draft Prospectus is prepared and submitted to the Regents for initial consideration in September of each year. Following the Regents' approval of the forthcoming budgets in September, and the review in October or November by the Office of Management and Budget of the Institution's federal budget request, the Prospectus is adjusted and prepared for approval by the Regents at their January meeting. If approved, it is distributed to the Institution's various Congressional committees at about the same time as the request for Congressional appropriations.

The Prospectus represents a summary of the areas that will be given priority and emphasis over the next five years. This year, for the first time, a chapter has been added which describes some of the Institution's longer range facility and operating objectives, projecting various activities ahead to about FY 1995. The Prospectus should be read in conjunction with another publication,

the Smithsonian Institution's Programs and Activities, which provides background information on the programs of each of the Institution's operating activities. The content presented here for FY 1983-87 is arranged by the major organization grouping of the Institution and corresponds to the assembly of the FY 1983 budget which will be presented to the Congress; i.e., Science, History and Art, Public Service, and Museum Programs, with separate sections treating Special Programs, Associate Programs, Business Management Activities, and administrative and facilities development plans. Several items discussed in the text, along with the financial figures for FY 1983, complement the Institution's budget submission to the Office of Management and Budget, and also appear in that document.

The Prospectus reflects needs and opportunities that the Smithsonian has described before. It emphasizes selected aspects of the Institution's work while assuring that others will continue at approximately the present level of activity. Areas of emphasis for the next few years include collections management with particular attention to completion of the major inventories, security of collections and other property, automation of records and systems where possible, basic research, exhibition programs, administrative and technical support, the maintenance of current facilities, the completion of the Museum Support Center building now under construction at Suitland, the completion of most work for the Zoological Park at Rock Creek and the Front Royal Conservation Center, and the successful establishment of Quadrangle facilities.

In addition, through its trust operations, the Institution will continue to concentrate on ways to develop quality educational products for the visiting public and Associate programs, sustain growth in endowment reserves, supplement important programs such as collections acquisitions, fellowships, tours, and selected research investigations, conferences, and symposia of timely importance.

A refinement of costs (consisting of some additional expenses related to transfer, moving, and care of collections) associated with operating the Museum Support Center, which is planned to open in FY 1983, has occurred over the course of the year and these costs are highlighted in Table 7 and in the Special Programs chapter.

In a significant way, through the budget process, the Institution has redirected current federal funds to meet high priority needs and has applied unrestricted trust fund income as self-help contributions to maintain the administrative support balance and to strengthen programs of acquisition, research, and education. Such efforts will continue to the best of the Institution's ability given the pressures at work on the federal budget from inflation and rising public use of our services, and given the uncertainty surrounding the continued availability of unrestricted trust income from auxiliary and other activities. Although the present revenues are encouraging, the Institution's management feels only guardedly optimistic about the next five-year projection of such income. As in all business cycles, the public acceptance of the Institution's products or services, for example, those performed by the National Associates, is speculative. It is quite possible that in the next five years the Magazine, which is the most popular

of the Associates' activities, may suffer a decline in its success contingent with the business cycle. Similarly, purchases in the Institution's shops, sales of books or records, or the sale of other products issued through the Associates' activities as services for them, may decline. As with any such projections, therefore, it seems imperative that appropriate safeguards should be taken against the assumption that the expansion of these activities will continue in an unbroken progressive curve.

The Institution will continue to pursue the following principal objectives over the next five years.

<u>Objectives</u>	<u>Principal Funding Source(s)</u>
<u>Operations</u>	
1. To strengthen museum operations in the documentation and care of the collections through inventories, the future development of automated information retrieval systems, and conservation of museum collections. In FY 1983 it is planned that most inventories, tailored to the needs of different types of specimens and objects, will be completed, and that those collections to be relocated to the Museum Support Center will have been fully inventoried to enable immediate retrieval and use.	Federal Appropriations
2. To improve the level of technical assistance and program funds which encourage original research by the Institution's professional staff in science, history, and art, priority is placed on stimulating innovative approaches to research through competition and outside peer evaluation, and through in-residence fellowships for senior and aspiring junior scholars, especially minorities, of national and international reputation.	Federal Appropriations and Nonappropriated Unrestricted Trust Funds
3. To develop contemporary exhibitions and exhibition techniques to communicate to the Institution's audiences recent discoveries, important ideas, and new results of scholarship in science, history, and art.	Federal Appropriations
4. To enhance the Institution's activities in national and international environmental conservation, research and education with emphasis on temperate and tropical biology, and on the conservation and study of endangered species.	Federal Appropriations

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|---|--|
| 5. To continue to offer the nation an outstanding magazine, and other quality publications on subjects within the Institution's responsibilities; to utilize the latest technologies and methods to provide radio programs, recordings, and television presentations. | Nonappropriated
Unrestricted
Trust Funds |
| 6. To plan and develop a collections conservation and conservation training program to become an integral part of the Museum Support Center and the conservation facilities of the Institution, and to serve the nation's museum community. | Federal Appropriations
and Nonappropriated
Unrestricted Trust
Funds |
| 7. To strengthen the National Collections for research and exhibitions through the acquisition of important objects and specimens. | Federal Appropriations
and Nonappropriated
Unrestricted Trust
Funds |
| 8. To augment administrative, financial, and other support services to meet current and anticipated program needs. Areas of special emphasis include personnel, facilities planning and engineering, security, and library services to meet the total requirements of the Institution; computer and photographic services in connection with improved documentation of the collections; and facility and protection services related to the operations of the Museum Support Center. Strengthening of equal employment opportunities and activities will also receive increased attention over the planning period. | Federal Appropriations
and Nonappropriated
Unrestricted Trust
Funds |

Facilities

- | | |
|--|--|
| 1. To construct and open the Museum Support Center as a major contribution to the management and control of collections for research and study and to facilitate conservation and conservation training. | Federal Appropriations
and Nonappropriated
Unrestricted Trust
Funds |
| 2. To plan and pursue the development of the Quadrangle (the area bounded by the Smithsonian Institution Building, the Freer Gallery of Art, the Arts and Industries Building, and Independence Avenue) to accommodate primarily the Museum of African Art and additional space for the exhibition of Eastern Art. | Federal Appropriations,
Nonappropriated Unre-
stricted Trust Funds,
and Private Donations |

3. To complete the Master Plan for the development of new animal and public facilities at the Zoological Park in Rock Creek Valley, and to improve the research, conservation, and visitor education facilities at the Zoo's Research and Conservation Center at Front Royal, Virginia. Federal Appropriations
4. To repair, upgrade, and restore Smithsonian buildings to keep them in safe and functional condition with special emphasis on the provision of fire detection, containment, and suppression systems and access by handicapped persons. Federal Appropriations
5. To provide new and renovated facilities at the Smithsonian's Washington, D.C. and field locations for purposes of facilitating research and educational programs. Federal Appropriations

For the most part, the effects of inflation cannot be incorporated realistically into the Institution's resource forecasts for bureau and program operations. Summary Table 1, however, attempts to show the general levels of resources that would materialize assuming legislated pay changes are forthcoming in the range of 4 to 7 percent per year and assuming federal nonpersonnel purchases occur based on price changes for future years as derived from indices supplied by the Office of Management and Budget. Similar patterns are incorporated for trust projections. By FY 1987, resources from all sources required for various operations would increase from FY 1981 levels of approximately \$236,000,000 to \$403,000,000. ^{1/}

Exclusive of legislated pay increases, federal salaries and expenses are projected to increase approximately \$82,000,000. Significant additions are forecasted for such items as security and protection, utility costs, necessary pay increases, inflation in nonpay areas, equipping and operating the Museum Support Center, operations associated with completion of the Quadrangle project, basic and interpretive research utilizing the collections and scientific and cultural information, improvement to technical and administrative support, and for physical plant operations and maintenance.

Trust supported operations are expected to increase by approximately \$48,000,000. These increases involve particularly the unrestricted trust funded publications, including the Magazine and the Exposition Books Program, where production expenses are predicted to increase considerably. Detailed forecasting of federal grant and contract activities is difficult to achieve, but the Institution expects increasing support for various operations in future years, especially the Astrophysical Observatory. Finally, expenses associated with operations funded by restricted trust fund resources are expected to remain relatively stable, and these will continue to be accommodated largely by income related to restricted fund investments.

^{1/} The Appendix presents a summary of those areas of operations for which inflationary effects have been incorporated into the projections, and converts institutional resource growth into constant FY 1981 dollars.

The trust forecasts assume the Institution will continue to make measured progress in increasing its capital reserves (endowments), thus approximately \$2,000,000 a year is incorporated into the projections for this purpose. In addition, trust support for fellowship stipends, collections acquisition, research, and other educational activities is projected to be slightly higher in future years if economic conditions permit, and if the Institution's auxiliary and revenue-producing activities continue to perform in a satisfactory fashion. In addition, if conditions permit, as a measure of its commitment to the future development of the South Quadrangle, the Institution intends to allocate \$1,000,000 to \$2,000,000 of its trust proceeds annually over the planning period towards the construction requirements of that high priority project. A request is being made in FY 1983 to obtain \$36,500,000 in construction appropriations, or about one-half of the total estimated construction costs. Additional emphasis will be given to raising funds from private donors to finish the project during the planning period.

Major additions to physical facilities to be completed over the next five years, in addition to the Quadrangle, consist of the Museum Support Center, which received appropriations for construction in FY 1980 and FY 1981, and the Zoological Park Rock Creek facilities. With regard to Museum Support Center construction, the Institution has committed \$2,500,000 in unrestricted trust funds to help complete the building according to its original design. These outlays should take place over the period FY 1982-84. Improvements and contemplated changes to other facilities include the installation of fire detection and suppression systems, the correction of other hazardous conditions and attention to disabled persons access, the provision of renovated and new facilities (especially at the Institution's field activities such as Mt. Hopkins, Arizona), and a continuing program of repairs and maintenance to all Smithsonian buildings.

Notes on Financial Projections

The tables were designed to show trends in the Institution's future year resource patterns, and to reflect the changes and growth contained in the narrative portions of this report. The FY 1981 figures are end-of-year amounts for expenditures and income, after closing the books of the Institution.^{1/} FY 1982 figures reflect Congressional action on the federal budget request, Board of Regents' authorization to expend the FY 1982 appropriation, and Board of Regents' approval of the nonappropriated trust fund portion of the FY 1982 budget.

The FY 1983 federal figures are those contained in the President's budget submitted to Congress in February 1982.

Projections for years FY 1983-FY 1987 were derived from basic materials prepared by the organizations and bureaus of the Institution and then reviewed

^{1/} FY 1981 includes expenditures against the special Congressional appropriation of \$200,000 to the Institution to present a number of events in FY 1982 commemorating the centennial of Franklin Delano Roosevelt's birth.

by the appropriate members of the Secretary's Executive Committee. Beyond FY 1983, the trends represent management's best estimates of federal and trust resources that will be needed to meet program and operating aspirations of the Institution.

Trust fund projections, as mentioned earlier, are particularly vulnerable to fluctuations in the nation's economic climate. They are presented to help explain the expected institutional use of these funds if visitations grow moderately in spite of potential alteration of travel patterns due to the supply and price of energy products, and if consumer interest in institutional products remains relatively stable over the planning period. Trust funds are composed of restricted and unrestricted funds. Unrestricted trust funds (general and special purpose) originate from a variety of sources including income from endowments and current fund investments, parking and food service concessions, sales of Smithsonian products based on designs and objects in the collections, the Resident and National Associate Programs (including Smithsonian magazine), and the museum shops. In addition, certain bureaus have their own income-producing activities, such as the Theater and Spacearium operations of the Air and Space Museum. Restricted trust funds include gifts, grants, endowment and other income designated for specific projects and purposes by the donor. The Freer fund is the largest example in this category, being strictly controlled under the terms of the original bequest for the sole use of the Gallery.

There are three major purposes to which the unrestricted trust funds are applied. First, the expenses of the Associate Programs and revenue-producing activities, such as the Smithsonian magazine and the museum shops, are funded from the earned income of these activities. Secondly, central management and administrative service units of the Institution, such as legal counsel, accounting, personnel, supply and others, receive trust fund allotments funded almost entirely from the overhead recovery on grants and contracts administered by the Smithsonian and from administrative fees charged to trust-funded activities. General operating funds are also provided to various units for research and other specific purposes. Third, a variety of allocations for important institutional and bureau needs has been made with the approval of the Board of Regents, such as the Collection Acquisition, Scholarly Studies, and Education Programs; the Institution's Fellowship programs; the trust fund share of the rental costs incurred by administrative units and revenue-producing activities; and the reserves for the Quadrangle development.

After the three major categories of operating expense financed with unrestricted trust funds are met, the remaining unrestricted income is designated for three purposes. Funds are transferred to the museums and galleries in recognition of their assistance in the planning and carrying out of museum shop, product development and concession programs. These funds are used for the general operations of the receiving bureaus. A second designation is for improvements to the physical plant or land acquisitions. Finally, funds permitting, the Institution makes an annual transfer to its endowment for the purpose of providing income for rising costs in future years.

The other source of nonappropriated funding, federal grants and contracts, is made available to the Smithsonian by governmental agencies and departments to support specific types of research, educational or other projects which the

Smithsonian can undertake as a result of its expertise or its ability to respond quickly to certain kinds of needs.

Tables 1 and 2. Table 1 contains general levels of dollar resources (or revenues) from various sources which the Institution projects will be necessary for the conduct of its operations. In a summary fashion, it incorporates estimates for inflation and pay increases associated with federal and trust operations of the Institution. Table 2 projects expenses by functional area of operation (Science, History and Art, etc.) along with the application of trust funds to such items as plant improvements; endowments; and special activities such as the Collection Acquisition, Scholarly Studies, and Education Programs.

Tables 3 through 10. These contain detailed expense projections for the Institution's museums, galleries, and laboratories. For ease of presentation, expenses associated with the various administrative, financial, and support organizations of the Institution are grouped into three categories in Table 10: (1) Central Management Offices, (2) Specialized Administrative and Technical Offices, and (3) Facilities Offices.

Tables 11 and 12. All major construction projects are included that are under way or being planned. For some future projects, detailed planning and estimating remain to be done (e.g., new quarters for the Anacostia Neighborhood Museum and base camp facilities at Mt. Hopkins for the Observatory) and the amounts as well as the possible sources of funding have not been fully determined.

Table 13. Present operating funds for FY 1975, FY 1981, and FY 1987 in actual and constant 1981 dollars.

SMITHSONIAN INSTITUTION
SOURCES OF OPERATING FUNDS
FY 1981 PROJECTED THROUGH FY 1987

(\\$000) Table 1

SOURCE OF OPERATING FUNDS	FY 1981	FY 1982	FY 1983	FY 1984	FY 1985	FY 1986	FY 1987
<u>Federal Salaries and Expenses</u>							
.Plus cumulative effect of legislated pay raises	122,478	128,470	144,110	171,268	179,595	191,004	204,497
Subtotal	-	-	6,700	14,000	21,700	29,300	36,800
<u>Nonappropriated Trust Funds</u>							
<u>Unrestricted General</u>							
.Investments	3,123	2,840	2,825	2,875	2,925	2,975	3,025
.Gifts	15	50	50	50	50	50	50
.Auxiliary Activities	85,048	89,625	97,124	104,359	111,659	117,517	126,348
.Miscellaneous	55	50	50	50	50	50	50
Subtotal	88,241	92,565	100,049	107,334	114,684	120,592	129,473
<u>Unrestricted Special Purpose</u>							
.Investments	589	550	575	585	600	610	625
.Gifts	99	60	60	60	60	60	60
.Bureau Activities	3,333	2,794	2,880	3,000	3,050	3,100	3,150
.Miscellaneous	1,006	880	911	925	950	975	985
Subtotal	5,027	4,284	4,426	4,570	4,660	4,745	4,820
<u>Restricted</u>							
.Investments	2,591	2,600	2,600	2,625	2,650	2,675	2,700
.Gifts, Grants and Contracts	2,978	2,500	2,200	2,200	2,200	2,200	2,200
.Miscellaneous	809	847	830	850	875	900	925
Subtotal	6,378	5,947	5,630	5,675	5,725	5,775	5,825
<u>Federal Grants and Contracts</u>							
Gross Income	14,172	15,613	18,293	18,001	21,456	22,640	21,790
Less Expenses of Auxiliary and Bureau Activities	236,296	246,879	279,208	320,848	347,820	374,056	403,205
	(75,924)	(83,578)	(89,366)	(96,754)	(102,925)	(109,932)	(117,574)
Net Funds Provided	160,372	163,301	189,842	224,094	244,895	264,124	285,631

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 PROJECTED THROUGH FY 1987

(\$000)

Table 2 (1)

APPLICATION OF OPERATING FUNDS	FY 1981	FY 1982	FY 1983	FY 1984	FY 1985	FY 1986	FY 1987
<u>Science</u>							
.Federal Salaries and Expenses							
.Unrestricted General	42,992	43,589	47,297	54,548	56,728	59,062	61,358
-Program and Administrative*	420	252	259	235	241	249	256
-Auxiliary Activities	-	-	-	-	-	-	-
.Unrestricted Special Purpose							
-Bureau Activities	1,464	1,508	1,643	1,757	1,844	1,936	2,030
-All Other	1,983	1,193	1,167	1,141	1,172	1,224	1,263
.Restricted	1,441	1,716	1,546	1,473	1,522	1,573	1,630
.Federal Grants and Contracts	13,397	15,388	18,158	17,926	21,381	22,565	21,715
Subtotal	61,697	63,646	70,070	77,080	82,888	86,609	88,252
<u>History and Art</u>							
.Federal Salaries and Expenses							
.Unrestricted General	19,616	20,225	22,019	26,042	27,581	28,872	31,470
-Program and Administrative	989	637	621	627	633	639	646
-Auxiliary Activities	-	-	-	-	-	-	-
.Unrestricted Special Purpose							
-Bureau Activities	721	542	592	626	653	679	707
-All Other	1,819	798	741	781	810	840	896
.Restricted	3,115	4,259	3,446	3,392	3,524	3,391	3,535
.Federal Grants and Contracts	75	110	85	25	25	25	25
Subtotal	26,335	26,571	27,504	31,493	33,226	34,446	37,279
<u>Public Service</u>							
.Federal Salaries and Expenses							
.Unrestricted General	2,368	2,630	2,805	3,238	3,319	3,396	3,451
-Program and Administrative	659	777	902	943	988	1,037	1,077
-Auxiliary Activities	11,377	11,112	10,910	11,286	11,305	11,501	11,973
.Unrestricted Special Purpose							
-Bureau Activities	3	-	-	-	-	-	-
-All Other	199	1	-	-	-	-	-
.Restricted	187	30	10	110	125	125	125
.Federal Grants and Contracts	8	5	-	-	-	-	-
Subtotal	14,801	14,555	14,627	15,577	15,737	16,059	16,626
*Net of SAO Overhead Recovery. Gross expenses may be found in the Science chapter.							

(\$000)

Table 2 (2)

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 PROJECTED THROUGH FY 1987

APPLICATION OF OPERATING FUNDS	FY 1981	FY 1982	FY 1983	FY 1984	FY 1985	FY 1986	FY 1987
<u>Museum Programs</u>							
. Federal Salaries and Expenses	7,366	7,588	8,172	11,922	12,236	12,567	12,781
. Unrestricted General	295	274	378	334	352	380	398
-Program and Administrative	1,166	1,163	1,245	1,312	1,383	1,459	1,540
. Auxiliary Activities							
. Unrestricted Special Purpose							
-Bureau Activities	33	42	39	43	47	51	55
-All Other	64	1	2	.1	1	1	1
. Restricted	272	361	32	6	6	7	7
. Federal Grants and Contracts	87	-	-	-	-	-	-
Subtotal	9,283	9,429	9,868	13,618	14,025	14,465	14,782
<u>Special Programs</u>							
. Federal Salaries and Expenses							
. Unrestricted General	5,657	7,863	10,220	12,155	10,227	9,884	10,184
-Program and Administrative	669	640	645	656	664	670	677
. Auxiliary Activities	-	-	-	-	-	-	-
. Unrestricted Special Purpose							
-Bureau Activities	22	5	10	10	10	10	10
-All Other	720	3,688	4,017	3,785	3,820	3,855	3,890
. Restricted	53	91	137	185	166	207	208
. Federal Grants and Contracts	185	110	50	50	50	50	50
Subtotal	7,306	12,397	15,079	16,841	14,937	14,676	15,019
<u>Associates Programs</u>							
. Federal Salaries and Expenses							
. Unrestricted General	-	-	-	-	-	-	-
-Program and Administrative	260	324	337	357	378	400	424
. Auxiliary Activities	44,219	49,586	54,589	58,782	63,844	69,605	75,716
. Unrestricted Special Purpose							
-Bureau Activities	2	10	12	12	12	12	12
-All Other	11	29	32	32	32	32	32
. Restricted	11	40	-	-	-	-	-
. Federal Grants and Contracts	30	-	-	-	-	-	-
Subtotal	44,533	49,989	54,970	59,183	64,266	70,049	76,184

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 PROJECTED THROUGH FY 1987

(\$000)

Table 2 (3)

APPLICATION OF OPERATING FUNDS	FY 1981	FY 1982	FY 1983	FY 1984	FY 1985	FY 1986	FY 1987
<u>Business Management</u>							
.Federal Salaries and Expenses	-	-	-	-	-	-	-
.Unrestricted General	-	-	-	-	-	-	-
-Program and Administrative	16,769	19,495	20,200	22,765	23,655	24,495	25,335
-Auxiliary Activities	-	-	-	-	-	-	-
.Unrestricted Special Purpose	-	-	-	-	-	-	-
-Bureau Activities	-	-	-	-	-	-	-
-All Other	-	-	-	-	-	-	-
.Restricted	-	-	-	-	-	-	-
.Federal Grants and Contracts	-	-	-	-	-	-	-
Subtotal	16,769	19,495	20,200	22,765	23,655	24,495	25,335
<u>Administrative, Financial and Technical Services</u>							
.Federal Salaries and Expenses	8,718	9,123	10,086	11,332	11,576	11,693	11,848
.Unrestricted General	351	605	1,022	1,193	1,361	1,548	1,759
-Program and Administrative*	148	114	125	161	172	184	196
-Auxiliary Activities	-	-	-	-	-	-	-
.Unrestricted Special Purpose	-	-	-	-	-	-	-
-Bureau Activities	96	152	130	127	129	131	133
-All Other	193	79	110	75	76	77	78
.Restricted	86	-	-	-	-	-	-
.Federal Grants and Contracts	-	-	-	-	-	-	-
Subtotal	9,592	10,073	11,473	12,888	13,314	13,633	14,014
<u>Facilities Services</u>							
.Federal Salaries and Expenses	35,512	37,452	43,511	47,931	49,828	53,230	56,805
.Unrestricted General	1,014	1,075	1,191	1,260	1,333	1,412	1,493
-Program and Administrative	-	-	-	-	-	-	-
-Auxiliary Activities	-	-	-	-	-	-	-
.Unrestricted Special Purpose	-	-	-	-	-	-	-
-Bureau Activities	(48)	1	1	-	-	-	-
-All Other	23	16	14	15	15	15	15
.Restricted	-	4	4	1	1	1	1
.Federal Grants and Contracts	-	-	-	-	-	-	-
Subtotal	36,501	38,548	44,721	49,207	51,177	54,658	58,314

*Net of SI Overhead Recovery.
Gross expenses may be found
in the Administration chapter.

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 PROJECTED THROUGH FY 1987

(\$000)

Table 2 (4)

APPLICATION OF OPERATING FUNDS	FY 1981	FY 1982	FY 1983	FY 1984	FY 1985	FY 1986	FY 1987
Inflation and Pay Requirements							
(Cumulative)							
. Federal Salaries and Expenses							
-Necessary Pay	-	-	-	2,100	4,300	6,700	9,300
-Inflation (Nonpay Purchases)*	-	-	-	2,000	3,800	5,600	7,300
-Supplemental	-	-	6,700	14,000	21,700	29,300	36,800
Subtotal	-	-	6,700	18,100	29,800	41,600	53,400
Institutional Total							
. Federal Salaries and Expenses							
. Unrestricted General	122,229	128,470	150,810	185,268	201,295	220,304	241,297
-Program and Administrative	4,657	4,584	5,355	5,605	5,950	6,335	6,730
-Auxiliary Activities	73,679	81,470	87,069	94,306	100,359	107,244	114,760
. Unrestricted Special Purpose							
-Bureau Activities	2,245	2,108	2,297	2,448	2,566	2,688	2,814
-All Other	4,844	5,878	6,103	5,882	5,979	6,098	6,230
. Restricted	5,295	6,580	5,285	5,242	5,420	5,381	5,584
. Federal Grants and Contracts	13,868	15,613	18,293	18,001	21,456	22,640	21,790
Gross Funds Applied	226,817	244,703	275,212	316,752	343,025	370,690	399,205
Less Expenses of Auxiliary and Bureau Activities	(75,924)	(83,578)	(89,366)	(96,754)	(102,925)	(109,932)	(117,574)
Net Funds Applied Before Transfers							
. Federal Salaries and Expenses	122,229	128,470	150,810	185,268	201,295	220,304	241,297
. Unrestricted General	4,657	4,584	5,355	5,605	5,950	6,335	6,730
. Unrestricted Special Purpose	4,844	5,878	6,103	5,882	5,979	6,098	6,230
. Restricted	5,295	6,580	5,285	5,242	5,420	5,381	5,584
. Federal Grants and Contracts	13,668	15,613	18,293	18,001	21,456	22,640	21,790
Net Before Transfers	150,893	161,125	185,846	219,998	240,100	260,758	281,631
*Except cost increases for utilities and Museum Support Center equipment, which are contained in Facilities and Special Program sections respectively.							

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 PROJECTED THROUGH FY 1987

(\$000)

Table 2 (5)

APPLICATION OF OPERATING FUNDS	FY 1981	FY 1982	FY 1983	FY 1984	FY 1985	FY 1986	FY 1987
Transfers: (Out)/(In)							
.Federal Salaries and Expenses*	64	-	-	-	-	-	-
.Current Funds Transfers (Internal)							
-Unrestricted General	4,816	3,490	4,104	4,150	4,195	4,255	4,300
-Unrestricted Special Purpose	(4,819)	(3,490)	(4,104)	(4,150)	(4,195)	(4,255)	(4,300)
-Restricted	3	-	-	-	-	-	-
.Current Funds to Plant Improvement							
-Unrestricted General	2,526	1,000	1,500	1,500	2,000	-	-
-Unrestricted Special Purpose	24	25	25	25	25	25	25
.Current Funds to Endowment							
-Unrestricted General	2,521	2,021	2,021	2,021	2,021	2,521	3,021
-Unrestricted Special Purpose	29	-	-	-	-	-	-
-Restricted	108	100	100	100	100	100	100
Total Transfers	5,272	3,146	3,646	3,646	4,146	2,646	3,146
Net Changes in Fund Balances							
Increase (Decrease)							
.Federal Salaries and Expenses**	185	-	-	-	-	-	-
.Unrestricted General	42	(237)	105	(248)	159	237	662
.Unrestricted Special Purpose	2,704	(733)	245	365	285	189	51
.Restricted	972	-	-	333	205	294	141
.Federal Grants and Contracts	304	-	-	-	-	-	-
Subtotal	4,207	(970)	350	450	649	720	854
Net Funds Applied							
.Federal Salaries and Expenses							
-Unrestricted General	122,478	128,470	150,810	185,268	201,295	220,304	241,297
-Unrestricted Special Purpose	14,562	11,095	12,980	13,028	14,325	13,348	14,713
-Restricted	2,782	2,176	2,129	2,122	2,094	2,057	2,006
.Federal Grants and Contracts	6,378	5,947	5,630	5,675	5,725	5,775	5,825
	14,172	15,613	18,293	18,001	21,456	22,640	21,790
Net Funds Applied	160,372	163,301	189,842	224,094	244,895	264,124	285,631

* Unobligated funds returned to Treasury.
** Balance of funds for Franklin Delano Roosevelt celebration to remain available through FY 1982.

S C I E N C E

The science programs of the Institution consist of the Museum of Natural History/Museum of Man, Astrophysical Observatory, Air and Space Museum, Tropical Research Institute, Radiation Biology Laboratory, Chesapeake Bay Center for Environmental Studies, Zoological Park, and the Fort Pierce Bureau. In addition, some of the supporting units that report to the Assistant Secretary for Science include the Office of Biological Conservation and the Office of Fellowships and Grants. The latter office encompasses the activities of the Institution's Special Foreign Currency Program.

The major goal for the science programs over the planning period is to maintain the high quality of research in the scientific disciplines currently represented. The Smithsonian is a unique national resource in the basic sciences and provides critical continuity to various long-term research efforts that are not provided by universities or other federal agencies. The research activity of Smithsonian scholars is fundamental to the Institution's ability to meet its public obligations. The results of research are used as the basis for the development of exhibitions for the public as well as the preparation of public education material. Adequate support for the scientific research efforts of the Institution is needed if other elements of the Smithsonian's overall program are to thrive. For example, the value of the Institution's vast scientific collections must be weighed in terms of the information derived from them for research purposes, in addition to being a source of material for exhibitions. The ability to maintain the Smithsonian's preeminent role in various areas of science and to provide enhancement for selected new starts is incorporated into the planning period. The Institution's scientists are in demand for their expertise, and are looked upon by the international community for leadership in a number of fields. The scientific enterprise of the U.S. is largely dependent on fundamental knowledge gathered by organizations such as the Smithsonian for major breakthroughs in science and technology.

During the planning period, in addition to basic research, efforts will be made to increase in a selective way support for publications, fabrication and operation of large scientific instruments, collections management, and education. Continuous interchange of information among bureau directors, office heads, and the Assistant Secretary for Science provides the framework for planning and coordination of the science activities. In general, the bureaus will continue to have considerable influence and autonomy in shaping institutional programs.

Current Resources and Support

In FY 1981, total resources available to Science amounted to approximately \$64,200,000 and 1,624 full-time employees. Total funding consisted of approximately 67 percent federal appropriations, 21 percent federal grants and contracts, and 12 percent nonappropriated unrestricted and restricted trust funds. A breakdown follows (before application of overhead recovery):

<u>Source of Funds</u>	FY 1981	
	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>
Federal Salaries & Expenses	1,283	\$42,992
Unrestricted trust	115	6,338
Restricted trust	12	1,441
Federal Grants & Contracts	<u>214</u>	<u>13,397</u>
Total	1,624	\$64,168

The sources of support vary markedly from organization to organization. For example, the Fort Pierce Bureau operates solely with restricted trust funds, while the Astrophysical Observatory, because of its unique national and international position as a research leader, has better than half of its dollar and personnel resources associated with federal grants and contracts. Most of the balance of the Astrophysical Observatory's funding originates from direct federal appropriations, and a small portion (about 15 percent) stems from trust funds. The Tropical Research Institute and the Zoological Park, on the other hand, rely extensively on federal appropriations for maintenance of programs.

As is the case with other museums and galleries of the Institution, the Museum of Natural History and the Air and Space Museum conduct their basic exhibit, research, collections, and building services activities primarily with federal appropriations, but at the same time enjoy measured support from restricted or unrestricted trust sources, and from federal grant and contract work based upon their ability to obtain these funds.

Future Year Prospectus

In FY 1987, trust fund expenses (restricted and unrestricted) may increase somewhat from their present level of \$7,800,000. There may be some increase in federal grant and contract work during the period, which will result in some added overhead recovery for general operations at the Astrophysical Observatory, since there is continuing interest on the part of the National Aeronautics and Space Administration in the capabilities of the Astrophysical Observatory to conduct selected research experiments related to the nation's space shuttle and satellite tracking programs. Increased federal appropriations of about \$18,400,000 will be required to fund programs and to maintain the quality of the Smithsonian's science operations.

Museum of Natural History/Museum of Man. In past years, planning for the future of the Museum of Natural History/Museum of Man has meant looking towards new programs, or increases in effort in current programs. For FY 1982 and the next several years, the Museum will concentrate on planning within a reducing budgetary environment, focusing on the distribution and redistribution of resources.

Considerable progress has been made in the last year in improving the exhibits program at the Museum. New funding appropriated in fiscal year 1982 provides partial support for the Special Exhibits Gallery and support of the Museum's ongoing natural history exhibits program. The Museum now has a base to correct numerous deficiencies and shortcomings in present exhibits, and in the future to replace outdated exhibits.

Manpower and dollar reductions in FY 1981-82 affect research programs, and to some extent collections management programs. Some curtailment of inventory work is unavoidable, and a critical reanalysis of Museum research objectives is mandatory. The impact of man's depredations upon the environment, particularly in the tropics, continues to be of concern to the Museum's scientists, but support for this important research must now be sought from outside sources. To the extent possible within budget limits, support for research in these areas will be given priority within the Museum's federal budget during the planning period.

The inventory of the Museum's holdings continues on schedule. In January 1982, the inventory was 67 percent complete, with over 1,550,000 specimen batches recorded in computerized inventory files. The shelf-inventory of archeology and ethnology collections which represents one-quarter of the completed inventory is being checked against the catalogue. Extensive use is already being made of the computer-based archeology/ethnology computer file in planning the move to the Museum Support Center. Other major collections completed include maps held in the National Anthropological Archives; gems and minerals; the valuable fossil fish and Burgess Shale collections; carnivores; primates; the Cambrian, Ordovician and Silurian stratigraphic suites of fossils; certain groups of plants, invertebrate animals, vertebrate animals and fossils; eggs and nests; and type specimens of mammals, fish, birds, mollusks, and groups of insects and fossils.

Some of the major collections now in the process of being inventoried include: the large collection of human skeletons; photographs, recordings and manuscripts in the National Anthropological Archives; and certain valuable specimens of mollusks. Inventories of type specimens under way include plants, insects, other invertebrate animals, fossils, reptiles and amphibians. Inventories being conducted on other specimens to be moved to the Museum Support Center include selected insect, reptilian and amphibian groups, algae, invertebrate animals and rocks. Continued resources will be necessary in the Museum's base in future years to maintain the inventory after its completion in June 1983. An inventory maintenance program must continue in order to manage resources in the years ahead for the advantage of scholars throughout the world.

The Thomas M. Evans Special Exhibit Gallery was opened in late FY 1981 with the exhibition "5,000 Years of Korean Art". This proved to be an extraordinarily successful and popular exhibit, and was followed by the "Hopi Kachina" exhibit. In mid-FY 1982, "INUA Revealed" will open in the gallery.

Beyond "INUA", the gallery is booked for two years. Funds will be sought from outside sources in order to put on all planned shows. The Dinosaur hall, after 3 years of renovation, was reopened in early FY 1982. Work will continue during the planning period on Paleobiology halls, and the early stages of concept development for refurbishment of the Life in the Sea hall.

The fourth volume in the Handbook of North American Indians series, treating the Subarctic, will be published in early FY 1982. Work on the Southwest II volume is nearing completion for publication early in FY 1983. Work has already begun on the next volume in the series, the Arctic.

Museum of Man. The Museum of Man exists as a concept within the facilities and administrative framework of the Museum of Natural History. As a museum, it has no resources, building, or activities of its own independent of the Museum of Natural History, except as reflected in the operations of the Center for the Study of Man. In future years, the Museum plans to organize several of its man-related disciplines and endeavors into a more meaningful operation, and reasons for highlighting the concept of a separate Museum of Man are important to attaining certain institutional goals. For several years, the Institution's administration has felt the need to create an entity which would coalesce and promote interdisciplinary research and exhibitions in man-related endeavors. Such activities are becoming increasingly important as a means of extending the popular understanding of alternatives associated with man's further advancement of scientific, cultural, and civilizing processes.

Changes were made during 1981 to strengthen the Center for the Study of Man. The National Human Studies Film Center (NHSFC) has been divided into two subactivities -- a filming unit and an archival unit. The archival unit will focus on obtaining and preserving film on the human condition from the past and the present. The filming activity will continue its research on current human activities. The Research Institute on Immigration and Ethnic Studies (RIIES) will examine immigration to the United States and its extraterritorial jurisdictions since 1965. Plans laid last year for an eventual photographic exhibition on the Smithsonian's research in the Caribbean region and in Caribbean communities in North America have been eliminated. Both the RIIES and NHSFC programs were physically moved into the Natural History Building late in 1981 as a means of integrating these activities with other man-related programs of the Museum of Man.

Astrophysical Observatory. Over the next five years, the Astrophysical Observatory (SAO) will concentrate available new resources on two major questions of astronomy: (1) the origin and evolution of galaxies, and (2) the origin and evolution of stars like the Sun, including the Sun itself. During the 1980's, these two areas are particularly ripe for investigation. The study of galaxies

should bear significant results because of the increasing availability and reliability of large and sensitive instruments, such as the Observatory's Multiple Mirror Telescope (MMT) ^{1/} located at Mt. Hopkins in Arizona, and X-Ray Imaging Detectors. The study of the Sun and similar stars is important because of the necessity to understand their close relationships to planetary sciences, earth sciences, and biological sciences. During the planning period, an effort will be made to increase selectively the research staff to take advantage of these opportunities. Particular emphasis will be given to X-ray astronomy in an effort to capitalize on the wealth of information provided by the Einstein Satellite (the orbiting HEAO-2 X-ray telescope) which stopped operating late in April 1981. In addition, a strengthening of the solar physics program is planned through phasing of additional resources into the Langley-Abbot program.

There are continuing needs which the Observatory hopes to address successfully during the planning period. One of these is to establish ways to channel more resources to its investigators for small, independent research and development projects. Not enough flexible funds are currently available in the Observatory's research base. A second is to establish a more formal program for replacing worn-out and obsolete general laboratory and test equipment, much of which is nearly a decade old.

The MMT is now being used routinely about 80 percent of the available time for scientific observations. The recorded observations are quite satisfactory. The remaining time is used for engineering adjustments and testing. The telescope is to be fully operational by late FY 1982. Mechanically, the telescope is functioning as well as any in the world, even in the presence of moderate winds. This means the telescope can be pointed to arbitrary directions in the sky with very high precision and it can remain pointed in that selected direction for indefinite periods of time. The MMT, in fact, has surpassed all technical expectations. The combination of this unique design concept and its site on Mt. Hopkins promises to make it one of the best telescopes in the world for infrared observations. Work that remains includes redesign of the automatic image-alignment system used to keep the six "individual" telescopes co-aligned, and the design of the cooling system used to control the thermal environment of the telescope. It is expected that these efforts will be completed by late FY 1983.

Facilities development and related operational needs, primarily for Mt. Hopkins, will be sought over this period. Of particular importance is the upgrading and improvement of the road from the base of the mountain to the summit to assure safe passage for scientists, the general public, and others. It will be important to obtain the necessary resources for passenger vehicles and assorted road maintenance equipment. Plans are also developing for a major improvement to base camp facilities at Mt. Hopkins, and this is more fully explained in the Facilities chapter of this document.

Tropical Research Institute. The Tropical Research Institute (STRI), located in the Republic of Panama, is the nation's leading basic tropical research center. Over the next five-year period, the Institute will continue to be a logistic center for research into fundamental tropical biology by its own permanent staff of scientists, and by members of the international scientific community involved in tropical research on terrestrial and marine subjects.

^{1/} Renamed the Fred L. Whipple Observatory on September 14, 1981.

Present facilities of the Institute include a new, advanced sea water system at STRI's Naos Island Pacific Marine Laboratory. This system, opened in FY 1981, permits a greater variety of experimental work on marine organisms.

In addition to basic research, the Institute is also an innovative center promoting conservation efforts in the tropics through educational programs. Its conservation functions include the custodianship of the Barro Colorado Nature Monument (BCNM), granted to it under the terms of the Panama Canal Treaty and a hemispheric convention. The BCNM includes Barro Colorado Island (3,700 acres) and the encircling mainland areas (8,600 acres). As the only U.S. organization devoted exclusively to research, conservation, and education in the tropics, the Institute has been experiencing pressure on its facilities from the increasing numbers of requests for accommodations from the U.S., Panama, and throughout the world. The expansion of land holdings in the Nature Monument has provided the Institute with an opportunity to study ways to accommodate these increasing demands, including a possible future research/visitor complex on Frijoles Island (an area of the BCNM). By the end of FY 1982, three facilities management goals will be nearing realization: a general improvement and upgrading of existing facilities, the consolidation of some facilities to maximize the effectiveness of the ongoing research programs, and the development of site analyses and feasibility studies for a future master plan of facilities development. At the beginning of FY 1982, work began on a new library building at the Tivoli site. It is expected that this facility, when completed, will cover needs of STRI in terms of stack space and study areas until the end of the century. In addition to a possible complex on Frijoles Island, facilities improvements under consideration include a Barro Colorado Island dormitory/kitchen-dining room complex, laboratories and a conference center at Tivoli as part of the phased development of this site, and a mainland dormitory to provide ready accessibility to the STRI research facility. General repairs and improvements at the Naos, Galeta and Ancon facilities will continue to be needed. Further information regarding repair, improvement, and facilities needs is contained in the Facilities chapter of this document.

In order to continue to provide the necessary support to ongoing research and facilities operations, it will be necessary to seek replacement funds for major equipment, utilities and communications, supplies and materials, and contractual services. The projections include some resources to deal with administrative requirements related to the implementation of the Panama Canal Treaties and the custodianship of the BCNM. STRI needs to be able to handle its own accounting, personnel, travel, procurement, and other services in order to fill its responsibilities in these areas and its scientific mission.

The tropics are a rich source of ideas of great importance to the future development of science. Tropical areas abound with spectacular and revealing examples of adaptive specialization among animals of different species, between animals and plants, and among both plants and animals and their physical environment. These relationships need to be better understood, and STRI provides an excellent location for studying the diversity of tropical life. Understanding the complexity of relationships among tropical organisms may be the key to understanding ecosystems anywhere, their fragility, and their stability.

In future years, the Institute will try to add about eight new research staff to reach its ideal professional staff size of about 25 scientists. The eight would include scientists to strengthen the work in ethology, ecology,

human ecology, evolutionary studies, freshwater biology, physiology, marine sciences, and vertebrate ecology studies. Along with staff growth, the Institute will need additional support funds for travel, equipment, library and educational materials.

Radiation Biology Laboratory. The Radiation Biology Laboratory during the planning period will continue to study solar radiation and its influence on plants and other living organisms, emphasizing research in regulatory biology and environmental biology. While added support is needed for senior staff scientists who have been functioning for several years with inadequate levels of support and technical staff, only one additional scientist is required in order to perform research on the influence of increased levels of ultraviolet B radiation effects on plant growth. The effects of varying spectral quality and ultraviolet radiation on plants are not definitely known, but this information is of significant scientific interest and forms the basis for some added resources to the Laboratory's efforts. As part of its environmental biology program, the Laboratory has developed an ultraviolet scanning radiometer that has improved the accuracy of taking various ultraviolet measurements. In addition, Laboratory-developed equipment is being used at the Tropical Research Institute to measure spectral quality of solar energy transmitted through the tropical forest canopy on Barro Colorado Island. Similar measurements with newly designed equipment are being taken at the Institution's Chesapeake Bay Center to investigate the transmission of biologically effective solar radiation in the Rhode River estuary. Research into these areas reflects the Institution's continuing interest in the influence of spectral quality of solar radiation on growth and development. Understanding the rhythms and responses of plants to sunlight, especially under environmentally stressed situations, will be of increasing importance in future years.

The Laboratory studies the mechanisms by which light regulates enzyme activity, alters the readout of genetic information, and interacts with membrane systems. Detailed molecular descriptions of these processes are being pursued. For example, the protein which binds accessory pigments in algae to the light-harvesting photosynthetic membranes has been isolated and purified. Knowledge of this protein should lead to future reconstitution from components in the test tube of sunlight energy-harvesting membrane systems.

The Institution will initiate a study in FY 1982 to determine the feasibility of relocating the Laboratory to Smithsonian-owned property at the Chesapeake Bay Center for Environmental Studies. The study will also examine the feasibility and desirability of program integration between the two bureaus. The Laboratory is currently housed in leased quarters in Rockville, Maryland, and the lease (including available options) expires in 1990. Relocation to a nonleased site is the preferred solution in order to provide, over the long run, quality research facilities including a glass house and controlled laboratory space for experimenting with plant growth. The Laboratory has not had adequate facilities for this purpose for the last eleven years. A contract has been let by the General Services Administration for renovation of space to provide a limited capacity glass house at roof level of the present building. The Laboratory is now using a small greenhouse facility on loan from the National Naval Medical Center in Bethesda, Maryland. Over the years, however, the research programs have been hampered by the lack of a fully equipped scientific facility. Correcting that situation and providing a permanent relocation are long-term objectives.

Air and Space Museum. Over the last three years, the Museum has achieved the goal of bringing its education, research and exhibition programs into balance. Staff additions have resulted in strengthening the Museum's research material, which has been made more accessible as a result of improvements in collection management, curators have increased the quantity and quality of publications available to scholars and the lay public.

The Center for Earth and Planetary Studies continues its efforts in arid land remote sensing, comparative planetology, lunar geology and photo imaging. The reorganized Department of Space Science and Exploration has added staff and is embarking upon new efforts which will enhance the Museum's space research and exhibit functions. The Aeronautics Department expects over the planning period to undertake a definitive work on aviation history to fill a void in this scholarly area.

The education programs of the Museum have recently undergone a change in emphasis with a stronger demand being placed upon the Division for reinforcement of the educational content of exhibits. In addition, the recently opened teacher resource and briefing facility has significantly aided in the education of the public about the history of air and space.

The collections management activities of the Museum will continue to be emphasized during the forthcoming planning period. Pilot programs in collections areas using microfiche and videodisc equipment have proven successful, and will be expanded in the future. The Museum's collection inventory was finished for all accessioned objects in 1981 and reconciliation of those items which do not have an accession number with existing documentation will be completed by the end of FY 1983. The Museum is now able to provide for more rapid retrieval of requested materials and greatly improved levels of care for the collections. The need for a long-term storage facility for large artifact acquisition, preservation and display will be further explored during this period.

Building maintenance and repair will continue to be stressed during the planning period. The Museum has attempted to offset increases in manhour requirements with new techniques and equipment. However, the effect of the annual millions of visitors to the Museum will require maintenance funds. In addition, facilities upgrading will be required at the Paul Garber conservation and preservation facility at Suitland and these projects are described in the Facilities chapter of this document.

Chesapeake Bay Center for Environmental Studies. The Chesapeake Bay Center is a 2,600-acre natural area established to conduct research on how man's activities affect ecological systems, particularly where alterations in land use are involved. In recognition of the Center's location and excellent site characteristics for this research, it has been nominated to become a National Estuarine Sanctuary under provisions of the Coastal Zone Management Act of 1972. Formal designation is expected during FY 1982.

Long-term studies of how large-scale changes in land use affect plant and animal communities will be emphasized over the planning period. It is anticipated that some staff additions and support for scientific equipment and supplies will be needed to support this research. These resources will be focused on studies of the recovery of abandoned agricultural lands to ascertain

how plant and animal communities develop following extended periods of agricultural use.

Also anticipated is an increase in efforts to understand the ecology of estuarine waters at the Center. The goal of this work is to determine how land runoff affects the biological characteristics of estuaries. This research program will require the installation of water quality monitoring stations and fish entrapment devices in addition to equipment, supplies and some staff.

Educational research and public information activities are aimed at improving the quality and effectiveness of outdoor-centered education and achieving maximum utilization of the Center's research findings. In FY 1983, utilizing outside resources including funds from the National Estuarine Sanctuary Program, the Center plans to expand its education activities in order to support increased demands for visitation which are projected as a result of the Center's new designation. It is anticipated that funds will be available from the State of Maryland to construct a joint-use orientation center for the Sanctuary. In addition, funds will be sought to provide field tours and to assemble a slide presentation to introduce visitors to basic principles of estuarine ecology. A small computer-based exhibit is also planned. Over the next five years, the Center also expects to expand its educational research activities, including the publication and dissemination of current studies of how nonformal educational institutions can improve the utilization of their facilities for public purposes. Some professional staff additions will be necessary for this program over the next several years.

The Center has accomplished the first and second phases of its six-phase plan for facilities development with the completion of the new shop building in early FY 1981. The first phase, consisting of a laboratory wing, was completed in FY 1980. Construction funds will be sought for the remaining developments, which include a combined administrative and research facility and a small dormitory for students and visiting scientists. More information on planned facilities is contained in the Facilities chapter of this document.

Zoological Park. Over the planning period, the Zoo will continue to develop programs in the area of zoological and biomedical research. Animal studies will be undertaken in the fields of communication, social and reproductive strategies, and variations of behavior. Genetic studies will be further developed and the Zoo will continue its efforts in animal propagation because natural habitats are continuing to disappear throughout the world. In addition, field studies will be initiated to gather fundamental knowledge of certain animals and their ecosystems in order to enhance the Zoo's conservation programs.

Areas of study in the biomedical field will include more sophisticated studies of medicine and drugs for use in birds, mammals and reptiles. The use of artificial insemination and sperm banks also will be evaluated to help in the proper care and management of exotic animals.

Exhibits facilities should be complete at Rock Creek by the end of FY 1987. The Aquatic Habitats exhibit is scheduled for construction at the

end of the planning period. Education of the general visiting public through signs, labels, and graphics will substantially contribute to the public awareness of the endangered plight of the animals in the world. The Zoo intends to continue its various education programs directed to high school, college, and adult level audiences. Staff and operating resources for Rock Creek and Front Royal programs will be sought over the planning period.

Sound preventive maintenance programs are being developed for the Zoo's physical plant so the other programs will be efficiently accomplished. Development of adequate renovation and restoration budgets is a high priority for the planning period. A master plan for the revitalization of the Front Royal Conservation Center has been developed which allows for the proper planning and rehabilitation of those buildings, which are critical to the animal propagation programs. In fiscal year 1983, a number of service contracts for facilities and grounds maintenance will be implemented in areas where the work performed is seasonal in nature or where increased support is required on only a periodic schedule (e.g., landscaping, janitorial, and heating and air conditioning equipment of the Park). This program will also serve to keep manpower demands to a minimum over the planning period.

In order to gain maximum use of newly constructed facilities at Rock Creek and Front Royal, the Zoo needs to increase its base funds available for acquiring animals. This support will permit the purchase of animals for the new Monkey Island Exhibit and later for other areas such as the Small Mammals Facility at Front Royal. Additional funds are also being requested to support the purchase of supplies and equipment in the collection management area.

Fort Pierce Bureau. The Fort Pierce Bureau conducts research in marine biology with emphasis on life history studies and the systematics of selected marine organisms of the Indian River, Florida, and the nearby continental shelf. The Bureau is supported totally with trust funds. It is currently expected that resources available will remain approximately stable over the period. Over the next five years, research at this facility will be administered through the Museum of Natural History to extend cooperative research endeavors.

Science Resource Growth

Overall, Science resources may approach \$91,600,000 in FY 1987 from FY 1981 levels of about \$64,200,000. Scientific research grants and contracts are expected to increase from about \$13,400,000 in FY 1981 to about \$21,700,000 in FY 1987. Restricted and unrestricted support of Science activities is expected to remain at about FY 1981 levels. The balance of funding will be sought through the appropriations process, principally for operations and programs of the Natural History Museum (for operating resources associated with research and exhibit activities), the Tropical Research Institute (covering expenses related to implementing the Panama Canal Treaty, responsibilities associated with the Barro Colorado Nature Monument, and strengthening the education and research programs), the Astrophysical Observatory (including requirements for strengthening of operations at Mt. Hopkins), the Chesapeake Bay Center (for watershed and other research), and the Zoo (for operations and staffing associated with new facilities at Rock Creek and the Front Royal, Virginia, Conservation Center).

TABLE 3 (1)

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

SCIENCE	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
ASSISTANT SECRETARY FOR SCIENCE														
FEDERAL SALARY & EXPENSES	7	328	7	326	7	357	7	378	7	378	7	378	7	378
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	28	0	55	0	85	0	57	0	58	0	59	0	60
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	11	0	1	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	140	0	50	0	100	0	149	0	148	0	148	0	148
FEDERAL GRANTS & CONTRACTS	2	187	2	187	2	199	2	209	2	219	2	230	2	242
-SUBTOTAL	9	694	9	619	9	741	9	793	9	803	9	815	9	828
MUSEUM OF NATURAL HISTORY/MUSEUM OF MAN														
FEDERAL SALARY & EXPENSES	497	15677	505	15738	505	17023	510	19033	516	19683	522	20333	528	20983
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	1	206	0	27	0	26	0	11	0	11	0	11	0	11
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	1	0	1	0	1	0	1	0	1	0	1
-ALL OTHER	0	680	0	209	0	182	0	159	0	162	0	170	0	177
RESTRICTED	3	531	3	519	3	343	3	299	3	308	3	314	3	322
FEDERAL GRANTS & CONTRACTS	34	1122	36	1222	32	1034	23	983	23	1028	23	1076	23	1124
-SUBTOTAL	535	18216	544	17716	540	18609	536	20486	542	21193	548	21905	554	22618
ASTROPHYSICAL OBSERVATORY														
FEDERAL SALARY & EXPENSES	77	5370	78	5563	78	6058	86	7424	91	7924	94	8474	103	9049
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	78	2479	78	2724	78	2846	78	3006	78	3131	78	3316	78	3336
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	2	112	2	113	2	121	2	129	2	136	2	143	2	150
-ALL OTHER	0	320	0	236	0	252	0	260	0	260	0	260	0	260
RESTRICTED	1	101	0	141	0	149	0	82	0	82	0	82	0	82
FEDERAL GRANTS & CONTRACTS	160	11404	172	12635	186	15617	193	15058	203	18471	196	19476	205	18493
-SUBTOTAL	318	19786	330	21412	344	25043	359	25959	374	30004	370	31751	388	31370

TABLE 3 (2)

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

SCIENCE	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
TROPICAL RESEARCH INSTITUTE														
FEDERAL SALARY & EXPENSES	83	2773	85	2733	85	3023	91	3609	96	3800	100	4009	107	4259
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	2	59	2	69	2	72	2	76	2	79	2	83	2	86
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	62	0	48	0	55	0	60	0	63	0	67	0	70
-ALL OTHER	0	140	0	14	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	78	0	108	0	71	0	40	0	40	0	40	0	40
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	85	3112	87	2972	87	3221	93	3785	98	3982	102	4199	109	4455
RADIATION BIOLOGY LABORATORY														
FEDERAL SALARY & EXPENSES	48	1999	48	1938	48	2090	51	2655	52	2835	53	2990	55	3080
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	98	0	68	0	75	0	87	0	87	0	101	0	101
RESTRICTED	0	13	0	34	0	25	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	1	58	1	45	1	44	1	40	0	0	0	0	0	0
-SUBTOTAL	49	2168	49	2085	49	2234	52	2782	52	2922	53	3091	55	3181
NATIONAL AIR & SPACE MUSEUM														
FEDERAL SALARY & EXPENSES	216	6152	222	6514	222	7160	225	7762	227	7892	229	7992	230	8186
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	14	0	8	0	7	0	7	0	7	0	7	0	7
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	23	1267	22	1326	22	1448	22	1537	22	1614	22	1695	22	1779
-ALL OTHER	6	498	6	601	6	584	6	570	6	598	6	628	6	660
RESTRICTED	2	109	2	92	2	51	0	82	0	86	0	90	0	95
FEDERAL GRANTS & CONTRACTS	2	113	5	627	5	729	5	790	5	855	5	1023	5	1094
-SUBTOTAL	249	8153	257	9168	257	9979	258	10748	260	11052	262	11435	263	11821

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 3 (3)

SCIENCE	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
CHESAPEAKE BAY CENTER														
FEDERAL SALARY & EXPENSES	22	869	22	906	22	969	32	1936	38	2028	41	2208	45	2413
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	2	83	1	55	1	57	1	61	1	63	1	66	1	69
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	23	0	20	0	18	0	30	0	30	0	30	0	30
-ALL OTHER	1	118	1	5	1	11	0	0	0	0	0	0	0	0
RESTRICTED	0	34	0	2	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	10	264	10	449	0	350	25	650	25	650	25	600	25	600
-SUBTOTAL	35	1391	34	1437	24	1405	58	2677	64	2771	67	2904	71	3112
NATIONAL ZOOLOGICAL PARK														
FEDERAL SALARY & EXPENSES	321	9221	327	9158	327	9855	338	10775	355	11132	364	11587	373	11862
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	21	0	6	0	5	0	16	0	16	0	16	0	16
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	118	0	59	0	63	0	65	0	65	0	65	0	65
RESTRICTED	1	28	1	34	1	30	0	33	0	31	0	31	0	31
FEDERAL GRANTS & CONTRACTS	5	249	4	152	4	153	4	196	4	158	4	160	4	162
-SUBTOTAL	327	9637	332	9409	332	10106	342	11085	359	11402	368	11859	377	12136
CENTER FOR THE STUDY OF MAN														
FEDERAL SALARY & EXPENSES	12	603	12	713	12	762	18	976	19	1056	19	1091	19	1148
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	1	0	1	0	1	0	1	0	1	0	1
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	18	1	41	0	27	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	71	0	32	0	0	0	0	0	0	0	0
-SUBTOTAL	12	621	13	826	12	822	18	977	19	1057	19	1092	19	1149

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 3 (4)

SCIENCE	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
FORT PIERCE BUREAU														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	5	389	5	695	5	750	5	788	5	827	5	868	5	912
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	5	389	5	695	5	750	5	788	5	827	5	868	5	912
SCIENCE-SUMMARY														
FEDERAL SALARY & EXPENSES	1283	42992	1306	43589	1306	47297	1358	54548	1401	56728	1429	59062	1467	61358
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE *	83	2890	81	2945	81	3099	81	3235	81	3366	81	3559	81	3586
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	25	1464	24	1508	24	1643	24	1757	24	1844	24	1936	24	2030
-ALL OTHER	7	1983	7	1193	7	1167	6	1141	6	1172	6	1224	6	1263
RESTRICTED	12	1441	12	1716	11	1546	8	1473	8	1522	8	1573	8	1630
FEDERAL GRANTS & CONTRACTS	214	13397	230	15388	230	18158	253	17926	262	21381	255	22565	264	21715
-TOTAL	1624	64167	1660	66339	1659	72910	1730	80080	1782	86013	1803	89919	1850	91582
*LESS SAO OVERHEAD RECOVERY														
-PROGRAM & ADMINISTRATIVE	0	-2470	0	-2693	0	-2840	0	-3000	0	-3125	0	-3310	0	-3330

HISTORY AND ART

History and Art at the Smithsonian is defined to embrace the following organization units: the Museum of American History, which is primarily concerned with American history and the history of technology; the Museum of American Art, which is the Smithsonian's museum devoted to the history of American art, along with its subsidiary, the Renwick Gallery, which displays decorative arts and crafts; the Portrait Gallery, which studies American biographic history through the various media of portraiture; the Hirshhorn Museum and Sculpture Garden, which is the Smithsonian's museum of modern art; the Freer Gallery of Art, which covers the broad fields of Near and Far Eastern art; the Cooper-Hewitt Museum, which focuses its program on design and holds one of the major decorative arts collections in the world; the Archives of American Art, the nation's largest repository of documentary materials pertinent to the study of American art history; the Joseph Henry Papers Project, which edits and publishes the papers of Joseph Henry, the first Secretary of the Smithsonian and a leading scientist in the mid-1800s; the Museum of African Art, which deals with traditional art forms of the Continent of Africa; and the Office of the Assistant Secretary for History and Art, which provides overall guidance and coordination.

The resources and programs of the Office of American and Folklife Studies are also administered by the Assistant Secretary for History and Art, as are the Major Exhibition Program and the Trust Fund Acquisition Program. These activities are contained in the Special Programs chapter to provide consistency with the FY 1985 budget presentation to Congress.

Each of the History and Art museums has its own physical plant, its own distinctive collections, and its own specialized staff, and, more importantly, its own character and sense of purpose. Although the Freer Gallery of Art opened more than 50 years ago, the preponderant activity in History and Art at the Smithsonian has been developed largely over the last eighteen years, in most instances following specific enactments by the Congress. The budgets for History and Art activities have grown at a measured pace, and most of the bureaus are now reasonably well funded to carry out at least the basic charge each has been given.

Current Resources and Support

Current funding for History and Art activities consists of a mixture of appropriated federal funds, infrequent federal grants and contracts, nonappropriated restricted trust funds, and allocations of nonappropriated unrestricted trust funds. In FY 1981, resources available to History and Art programs amounted to approximately \$26,300,000 and 719 full-time positions. About 74 percent of the dollar figure and 88 percent of the personnel represent federally appropriated support for basic exhibit, research, education, and administrative

activities of the museums and galleries. Most of the balance consists of resources associated with restricted trust operations, with only a small portion originating in federal grant and contract work. A breakdown follows:

<u>Source of Funds</u>	FY 1981	
	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>
Federal Salaries & Expenses	631	\$19,616
Unrestricted trust	39	3,529
Restricted trust	49	3,115
Federal Grants & Contracts	-	75
Total	719	\$26,335

Unrestricted trust fund support is concentrated primarily in the Cooper-Hewitt Museum, Museum of American Art, and the Museum of American History. Restricted trust fund support is largely directed to the operations associated with the Freer Gallery of Art, the Cooper-Hewitt Museum, and the Archives of American Art. Only minor amounts of grant and contract work are present in the Cooper-Hewitt Museum and Museum of American Art.

Generally, the larger of the History and Art bureaus -- the Museum of American History, the Museum of American Art, the Hirshhorn Museum and Sculpture Garden, the Portrait Gallery -- are supported predominantly with federal funds. Their exhibition, research, collections management, and building operations comprise their major expenses. Each of these museums, however, has small amounts of trust funds (at most about 8 percent of the total resources) made available by donors for specific purposes and from proprietary activities (bookstores, museum shops, cafeterias and the like) on their respective premises. These latter funds are used for a variety of program purposes.

The smaller History and Art bureaus -- the Freer Gallery of Art, Cooper-Hewitt Museum, Museum of African Art, and Archives of American Art -- work with more evenly mixed financing. Most of the Freer's principal programs are financed by the income from a restricted endowment fund established by Mr. Freer's will; federal funds support the costs of protecting and managing the collections and building, and general administration. The Cooper-Hewitt Museum receives an annual allocation of Smithsonian unrestricted trust funds to help support its programs; beginning in 1979, federal funds supported a small portion of the exhibit program as well as the costs of maintaining and protecting the building and collections and a share of administrative costs. In addition, the Cooper-Hewitt Museum raises in excess of a million dollars annually to support its exhibitions and related educational activities. The Museum of African Art raises from \$150,000 to \$200,000 per year from private sources to finance its higher education activities. The Archives of American Art's Board of Trustees raises between \$300,000 and \$400,000 each year to support more than one-third of the Archives' program.

In addition to this general pattern of fund availability and use, the History and Art units are eligible for allocations from the special trust fund Collections Acquisition, Scholarly Studies, and Education Program, and from the Special Foreign Currency Program. They also enjoy the presence of pre- and postdoctoral research fellows selected competitively through the Smithsonian's fellowship awards program and funded with nonappropriated unrestricted trust funds.

Future Year Prospectus

For the next five years, the single most comprehensive change in History and Art programming will be occasioned by the Quadrangle development. Affecting both the Museum of African Art and the Freer Gallery of Art, this major construction project will provide the long-overdue opportunity to present non-Western art to the visiting public in facilities commensurate to the importance of African, Middle Eastern and Asian art in the broad spectrum of Man's creative history. FY 1982 will see heightened fund-raising activities, to secure matching monies to complement federal construction appropriations requested for FY 1983, and refinement of interior and exterior architectural plans. During construction, program plans for major opening exhibitions and educational activities will be receiving priority attention, along with logistical planning for collections management, security, research programs and all other aspects of museum management. Resources for such program development are incorporated into the tables for the Freer Gallery and the Museum of African Art and amount to about \$2,100,000, including around 20 new positions, over the planning period. Most of these new resources will be concentrated in exhibition, education, and conservation efforts.

Some of the world's richest collections in American art and material culture are found in the museums of the Smithsonian Institution. They range from large holdings of decorative arts -- furniture, silver, textiles, porcelain and glass -- to folk arts and the fine arts, including major collections of paintings, sculpture, prints, and drawings. Supporting the collections are unparalleled resource materials such as the historical documents in the Archives of American Art, the Inventory of American Paintings, photographs, and libraries, as well as recognized scholars working in various areas of American art and history.

By virtue of the richness and diversity of the Smithsonian's collections and its documentary and staff resources, the Institution has become, in fact, a major center for the study of American art and material culture. This center can and should be strengthened by building up its individual parts, including research programs, exhibitions, teacher-training, lectures, and courses. Toward this objective, the Institution will continue to seek the funds needed to permit balanced program presentation. In future years, increased support for exhibits production and scholarly positions, as well as for expanded publications, both on collections and for exhibitions, has been requested. In the future, if the Trade (Tariff) Commission Building does become available to the Institution, it could well serve as the focus for all these activities in American studies. Although the availability of the building is in question, the Institution remains hopeful of securing it eventually for this important purpose.

A central part of the Institution's exposition of American culture is the Museum of American History. Building on recent improvements in collection management, inventory, conservation and storage programs, and energized in its public aspect by new major exhibitions (the first of which is a major retrospective of George Washington on the occasion of his 250th birthday in February 1982), the Museum will be very active in all aspects of its programming during this 5-year period. Stressing the fundamental importance of the management of its collections through its programs in conservation, inventory, archives and storage, the availability of new conservation laboratory spaces and more accessible reference/storage facilities at the Museum Support Center and Silver Hill will provide an opportunity to begin the systematic identification and treatment of deteriorating artifacts and materials. The Museum's archives will be further developed into a center for the study and dissemination of information on our American heritage. But the most dynamic changes in the Museum, during the next five years, will take place in its exhibits spaces. Immediately following the George Washington exhibition, reinstallations of the second floor will focus on collections documenting American cultural, social and political history. After FY 1983, upgradings of other exhibition areas will concentrate on science, industry and communications in America. Several special exhibit areas will be created in order to accommodate a continuing series of high impact smaller exhibits. The renovated spaces will incorporate not only new historical concepts and ideas but also innovative exhibition techniques. Increasing emphasis will be placed on human aspects of the making and use of objects in an effort to make our collections more relevant and meaningful to our audiences.

In connection with these improved installations, the Museum will produce a variety of education publications, self-guiding tour materials and informative audiovisual presentations to involve the public in the Museum's programs. In order to accomplish all of these goals, the Museum will require continued special funding through the Major Exhibitions program and increased base resources for maintenance of exhibitions and the production of educational materials.

Complementing these central efforts, each History and Art unit will be seeking to maintain high performance in all program areas, devoting special attention to selected high priority initiatives. For example, over the next several years, every History and Art bureau will continue to emphasize management of collections. The Archives of American Art will intensify efforts to speed up processing, cataloguing and microfilming new collections, as well as purchase needed compact storage systems which will expand current storage capability by more than 40 percent. Additional conservation capability will be added to the Hirshhorn Museum and Sculpture Garden, the Museum of American Art, the Cooper-Hewitt Museum, and the Freer Gallery of Art, while the Museum of American History, the Portrait Gallery and the Museum of American Art will acquire more badly needed storage equipment and space. Other priorities include funding for exhibitions in all the museums with focus on refurbishing older exhibitions; exhibit catalogues, leaflets and checklists for visitors; and design and production assistance. The Archives of American Art will develop fellowship and publications programs, the Hirshhorn Museum will add research assistance to the curatorial staff, and the Joseph Henry Papers Project will publish four more volumes of the papers of this eminent American scientist.

Finally, a continuing priority for each of the museums will be increased funding for acquisitions.

To meet the goals outlined for the next five years, it will be necessary throughout History and Art to add staff positions, primarily in collections management and conservation, exhibitions, and education. To this end, budgetary adjustments within bases will be made and some new resources, both federal and trust, will be sought.

Other Programs. Other priorities within History and Art through FY 1987 are largely related to improved physical facilities. Enclosure of the Freer Gallery of Art's courtyard would do much to capture a valuable additional public space. Construction of viable office and work space in the garage of the American Art and Portrait Gallery Building, as well as the balcony area, will be necessary. Efforts to raise private funds for the development of the South Quadrangle, which will benefit both the Museum of African Art and the Freer Gallery of Art, will continue, as will exploration for donors to support renovation of the Miller House. The Miller House adjoins the Carnegie Mansion and is part of the Cooper-Hewitt Museum in New York. Its renovation is essential for full use of the needed galleries for temporary exhibitions, expanded educational facilities and office space. In addition, completing facade repairs to the Renwick Gallery is a high priority for this period, as is the renovation of older storage buildings at the Institution's Silver Hill facility. These various construction and renovation efforts represent by far the largest need for direct new funding on the part of History and Art bureaus of the Smithsonian. Progress on all of these facility requirements is expected by FY 1987. Additional information is contained in the Facilities chapter and the Beyond 1987 chapter of this document.

History and Art Resource Growth

In FY 1987, resources in History and Art are expected to reach about \$37,300,000 from the present FY 1981 level of about \$26,300,000. Projected increases in federal appropriations are principally associated with continued improvement in collection management capability; future year operations of the Museum of African Art and Freer Gallery in their new Quadrangle facilities; revitalizing the research programs of the Museum of American History; and expanding education, exhibition, and collection acquisitions at the Portrait Gallery, Museum of American Art, and Freer Gallery. Trust funds are forecasted to increase somewhat, largely as a result of expectations regarding unrestricted and restricted fund expenses associated with the Freer Gallery of Art, the Cooper-Hewitt Museum, and the Archives of American Art.

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 4 (1)

HISTORY & ART	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
ASSISTANT SECRETARY FOR HISTORY & ART														
FEDERAL SALARY & EXPENSES *														
UNRESTRICTED GENERAL	4	184	4	166	4	175	4	182	4	182	4	182	4	182
-PROGRAM & ADMINISTRATIVE	1	80	1	73	1	77	1	81	1	85	1	89	1	94
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	1	11	0	14	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	6	275	5	253	5	252	5	263	5	267	5	271	5	276
JOSEPH HENRY PAPERS														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	5	167	5	180	5	194	5	201	5	201	5	201	5	201
-PROGRAM & ADMINISTRATIVE	0	6	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	6	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	1	0	51	0	51	0	50	0	50	0	50	0	50
FEDERAL GRANTS & CONTRACTS	0	13	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	5	193	5	231	5	245	5	251	5	251	5	251	5	251
MUSEUM OF AMERICAN HISTORY														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	274	8072	278	7977	278	8604	296	9872	302	10153	307	10435	312	10716
-PROGRAM & ADMINISTRATIVE	2	96	1	77	1	75	1	77	1	79	1	81	1	83
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	51	0	22	0	24	0	3	0	4	0	4	0	5
-ALL OTHER	3	596	2	266	1	273	1	275	1	275	1	275	1	275
RESTRICTED	4	231	5	392	4	173	4	128	0	130	0	130	0	130
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	283	9046	286	8734	284	9149	302	10355	304	10641	309	10925	314	11209

SMITHSONIAN INSTITUTION

APPLICATION OF OPERATING FUNDS

FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 4 (2)

HISTORY & ART	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
MUSEUM OF AMERICAN ART														
FEDERAL SALARY & EXPENSES	103	3557	106	3805	106	4139	109	4885	112	5272	114	5655	117	5927
UNRESTRICTED GENERAL														
-PRDGRAM & ADMINISTRATIVE	0	207	0	34	0	32	0	32	0	32	0	32	0	32
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	3	0	8	0	8	0	9	0	10	0	11	0	12
-ALL OTHER	1	146	1	117	0	84	0	94	0	98	0	103	0	109
RESTRICTED	3	34	6	481	6	220	0	52	0	54	0	56	0	58
FEDERAL GRANTS & CONTRACTS	0	32	0	35	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	107	3979	113	4480	112	4483	109	5072	112	5466	114	5857	117	6138
NATIONAL PORTRAIT GALLERY														
FEDERAL SALARY & EXPENSES	74	2613	76	2712	76	2983	77	3276	78	3365	79	3430	79	3493
UNRESTRICTED GENERAL														
-PRDGRAM & ADMINISTRATIVE	0	36	0	18	0	16	0	16	0	16	0	16	0	16
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	8	0	6	0	6	0	5	0	5	0	5	0	5
-ALL OTHER	0	36	0	23	0	26	0	30	0	30	0	30	0	30
RESTRICTED	4	297	3	189	3	253	3	266	3	278	0	20	0	20
FEDERAL GRANTS & CONTRACTS	0	1	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	78	2991	79	2948	79	3284	80	3593	81	3694	79	3501	79	3564
HIRSHHORN MUSEUM & SCULPTURE GARDEN														
FEDERAL SALARY & EXPENSES	79	2431	80	2421	80	2658	81	3449	81	3714	81	4064	82	4304
UNRESTRICTED GENERAL														
-PRDGRAM & ADMINISTRATIVE	0	26	0	17	0	16	0	16	0	16	0	16	0	16
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	677	0	63	0	63	0	27	0	27	0	27	0	27
RESTRICTED	0	494	0	697	0	100	0	100	0	100	0	100	0	100
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	79	3628	80	3198	80	2837	81	3592	81	3857	81	4207	82	4447

TABLE 4 (3)

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
HISTORY & ART														
FREER GALLERY OF ART														
FEDERAL SALARY & EXPENSES	29	727	30	826	30	918	31	1238	34	1597	35	1668	43	2443
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	10	0	8	0	8	0	8	0	8	0	8	0	8
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	3	0	3	0	3	0	4
-ALL OTHER	0	45	0	3	0	3	0	0	0	0	0	0	0	0
RESTRICTED	19	1241	20	1263	20	1339	19	1408	19	1478	19	1552	20	1642
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	48	2023	50	2100	50	2268	50	2657	53	3086	54	3231	63	4097
ARCHIVES OF AMERICAN ART														
FEDERAL SALARY & EXPENSES	17	542	17	632	17	675	19	820	20	872	21	926	21	948
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	1	0	7	0	6	0	6	0	6	0	6	0	6
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	3	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	12	447	12	554	12	597	12	636	12	668	12	701	12	736
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	29	993	29	1193	29	1278	31	1462	32	1546	33	1633	33	1690
COOPER HEWITT MUSEUM														
FEDERAL SALARY & EXPENSES	22	702	22	738	22	814	22	961	22	996	22	1051	24	1151
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	10	364	10	360	10	382	9	382	8	382	8	382	8	382
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	5	484	6	480	6	524	5	575	5	600	5	625	5	650
-ALL OTHER	6	304	7	307	7	287	4	350	4	375	4	400	4	450
RESTRICTED	2	287	2	509	2	582	5	609	5	609	5	610	5	610
FEDERAL GRANTS & CONTRACTS	0	25	0	75	0	85	0	25	0	25	0	25	0	25
-SUBTOTAL	45	2166	47	2469	47	2674	45	2902	44	2987	44	3093	46	3268

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 4 (4)

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
HISTORY & ART														
MUSEUM OF AFRICAN ART														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	24	621	25	768	25	859	28	1158	30	1229	31	1260	41	2105
-PROGRAM & ADMINISTRATIVE	1	163	1	43	0	9	0	9	0	9	0	9	0	9
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	9	175	1	26	1	30	1	31	1	31	1	31	1	31
-ALL OTHER	0	-5	0	5	0	5	0	5	0	5	0	5	0	5
RESTRICTED	5	83	5	123	5	131	5	143	5	157	5	172	5	189
FEDERAL GRANTS & CONTRACTS	0	4	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	39	1041	32	965	31	1034	34	1346	36	1431	37	1477	47	2339
HISTORY & ART-SUMMARY														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	631	19616	643	20225	643	22019	672	26042	688	27581	699	28872	728	31470
-PROGRAM & ADMINISTRATIVE	14	989	13	637	12	621	11	627	10	633	10	639	10	646
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	14	721	7	542	7	592	6	626	6	653	6	679	6	707
-ALL OTHER	11	1819	10	798	8	741	5	781	5	810	5	840	5	896
RESTRICTED	49	3115	53	4259	52	3446	48	3392	44	3524	41	3391	42	3535
FEDERAL GRANTS & CONTRACTS	0	75	0	110	0	85	0	25	0	25	0	25	0	25
-TOTAL	719	26335	726	26571	722	27504	742	31493	753	33226	761	34446	791	37279

PUBLIC SERVICE

Through its Public Service activities, the Institution has had considerable success in reaching national audiences over the last few years by means of publications, television and radio, lectures and conferences, live performances, and exhibition programs. Public Service organizations include the Anacostia Neighborhood Museum, the Division of Performing Arts, the International Exchange Service, the Office of Telecommunications, Smithsonian Exposition Books, the Smithsonian Institution Press, Smithsonian Magazine, and the Visitor Information and Associates Reception Center.

While organizationally part of the Institution's Public Service activities, the resources and programs of the Offices of Elementary and Secondary Education, and Symposia and Seminars, are contained in the Special Programs chapter to provide consistency with the FY 1983 budget presentation to Congress. Also, the Magazine and its resources appear in the chapter devoted to Associates Programs because of the general support the Magazine provides to many programs of the Institution and because it is viewed as a major benefit to members of the Associates.

Over the next five years, a principal objective will be to reach a more diverse and larger portion of the general public with the Institution's presentations, publications, and other Public Service activities. The contents of programs and activities will emerge, as they have in the past, from accumulated Smithsonian expertise in science, history and art, as well as the Institution's basic museum collecting and exhibiting activities.

One factor lending impetus to public service development over the past few years has been the application of trust funds for educational outreach programs. The application of these funds to Smithsonian public service programs is expected to continue over the coming five years, and the projects and activities will continue to originate from and be produced by various organizations throughout the Institution. Such activities perform invaluable public services while at the same time reducing the requirements for public appropriations.

Current Resources and Support

Total resources in FY 1981 devoted to Public Service activities amount to about \$14,800,000 and 132 full-time employees are at work in the various units.

A breakdown of FY 1981 resources follows:

<u>Source of Funds</u>	FY 1981	
	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>
Federal Salaries & Expenses	71	\$ 2,368
Unrestricted trust	61	12,238
Restricted trust	-	187
Federal Grants & Contracts	-	8
Total	132	\$14,801

Unrestricted trust fund support is, for the most part, concentrated in the expenses of the Smithsonian Exposition Books program, the Division of Performing Arts, and the Smithsonian Press. The Visitor Information and Associates Reception Center is operated primarily with trust funds, but additional appropriated resources will be needed over the planning period. Restricted purpose funds are occasionally obtained for support of special activities sponsored by various units such as the Division of Performing Arts. Likewise, occasional federal grants and contracts fund portions of publications and other educational endeavors.

Federal appropriations largely support the publication of the basic technical and scientific series distributed by the Government Printing Office; the exchange of medical, scientific, and technical publications between this country and foreign nations; and the core support provided for staff, exhibitions, and research of the Anacostia Neighborhood Museum. Over the next five years most Public Service functions will operate near their present level of federal funding, with staff and dollar resources added only to meet the most urgent needs. Increased federal support will be requested for the Visitor Information and Associates Reception Center to provide improved services to visitors and to individuals making inquiries about institutional activities via letters and telephone. Some growth is anticipated also for the Anacostia Neighborhood Museum as it begins to implement a strengthening of its exhibit, research, and other service functions, and for the Office of Telecommunications as it expands its efforts into new broadcasting technologies. Growth is expected to occur in trust support, particularly with regard to increased production expenses associated with the Division of Performing Arts.

Future Year Prospectus

Office of Telecommunications. The Institution creates radio, film and television programs to take the museums and their myriad activities to the people throughout the country. Over the next several years changes will take place in electronic technology which may change the viewing and listening habits for millions of Americans. The Institution, in expectation of these changes, is involved in the research and study of pilot programs for the rapidly growing cable television and home video industries. With cable television increasing in popularity and with the advent of video playback instruments for regular family use, the 1980's could see the large-scale

beginnings of more diverse and selective viewing audiences. The Smithsonian plans to be producing quality programming that can reach these more specialized viewers in this country and abroad.

Radio Smithsonian, the half-hour weekly program, is in its second decade. In February 1981, it began to be listened to over the National Public Radio Satellite System. Satellite utilization greatly increases the program's audience. In FY 1981 Radio Smithsonian was the recipient of two national awards, one for a half-hour program on the "Voices of the Civil Rights Movement" conference held by the Institution and the other for a half-hour program covering the coral reef exhibit in the Museum of Natural History. The audiences of the Smithsonian Galaxy, the Institution's series of 2-1/2-minute radio features, have increased over the past year and are now reaching more than 16,000,000 listeners in 44 states, Canada and Australia, as well as in Germany through the Canadian Forces Network. The film, A Sense of Discovery, produced in concert with the Museum of American Art, won a CINE Golden Eagle award and was selected to represent the United States in international competition. The Office will continue its excellent work in future years, and is planning currently three projects for the future. A film on George Washington will coincide with the Museum of American History's exhibition celebrating the 250th anniversary of his birth. The film, In Open Air, on American Impressionist artists is to be produced in conjunction with the Institution's traveling exhibit on this subject scheduled for opening in spring 1982 in Paris, France. A film exploring the important reasons for collecting museum and other materials, and the personalities of important collectors, is also being planned. In cooperative ventures with the Division of Performing Arts, the Office is inaugurating a new series of radio concerts, some broadcast live, and a major experiment in cable and home video recordings, featuring the tenth anniversary Jazz at the Smithsonian series of concerts.

Visitor Information and Associates Reception Center. The Center, one of the least known but most effective and important organizations in the Institution, provides centralized information services for Smithsonian staff, Associate members and the general public. During the year, telephone volunteers responded to an estimated 300,000 phone calls for various types of information, over 40,000 mail inquiries were researched and responses prepared, orientations were provided for hundreds of visiting groups, and several million visitors were furnished information on a multitude of subjects. The Center also operates a volunteer placement service for an additional 500 volunteers who provide behind-the-scenes project assistance to the scientific and curatorial staffs. It is conservatively estimated that the Center, through its fine volunteer efforts, provides the public and the Institution with an annual savings of over \$4,000,000. The Institution expects a growing workload for this organization and the services it provides. In future years, added trust and federal support is planned to accommodate the needs of the Associates and general public.

Anacostia Neighborhood Museum. The Museum is a community-based center and a cultural resource for the people, young and old, of the neighborhood, as well as an example and a source of materials on Black American history for similar institutions elsewhere. Over the next five years, the Museum will increase its involvement in joint research, education, and curation programs with other Smithsonian organizations, with non-Smithsonian museums, the academic

community, Library of Congress, archival repositories, and other institutions. It also will continue to concentrate on developing innovative exhibits, including traveling versions of these exhibits, which will link the Museum's endeavors with those based on the Mall and around the country.

In FY 1982 and FY 1983 the Museum plans exhibits on The Harlem Renaissance, John Robinson: A Retrospective Showing, The Sculptures of E. Dwight, and a Haitian art show. Research is under way for these productions.

In an effort to attract a larger number of visitors and provide added services for family and school groups, the Museum is sponsoring gospel concerts, story telling sessions, free films and lectures. The puppet theater offered to young audiences in conjunction with the Museum's most recent exhibit on the life of Anna J. Cooper was enthusiastically received. Teacher training programs and special programs for the disabled also have met with success during the past year.

The Museum is in the process of projecting activities ahead in a more detailed fashion to evaluate what potential operating and facility resources it may need to further its presence in Anacostia and as a leader in the national community of museums and organizations devoted to advancing the study of Black American history. More information on space needs is contained in the Facilities chapter.

International Exchange Service. No change is anticipated in the present activities and funding of the Exchange, except to complete the transfer to the Government Printing Office of a portion of the operation which processes the overseas distribution of official federal government publications. It is anticipated that revision of Title 44 to accomplish this transfer will be completed in FY 1982. In future years, the Smithsonian expects to continue to provide exchange services to the nation's universities and learned institutions for scholarly publications.

Division of Performing Arts. This Division presents the creative artistry of composers, musicians, and performers who have contributed much to American life and culture. The Division sponsors celebrations at holiday times, performances, conferences at the Smithsonian Institution, and produces recordings, books, catalogues, videotapes and films for distribution. In FY 1981, the Division's revenue-producing activities operated at about a break-even level. In future years, expectations are that operations may produce further revenues in unrestricted support to be utilized in various programs of the Institution.

All performances and products are based on intensive research into the performing arts and their relationship to American culture. Approximately 50,000 people attend concerts and other performances at the Smithsonian each year. Another 100,000 see touring musical groups, and a far larger number learn more about collections, exhibitions, and events at the Institution through performing arts accompaniment in the Institution's museums. This past year about sixty (60) such performances were staged.

Also in FY 1981, the Smithsonian Chamber Players recorded their third album in May, completing the popular Handel set. The latest record by the Smithsonian's Jazz Repertory Ensemble, Duke Ellington's Symphony in Black and

Other Works, was released recently and received well by the public. Also, the FY 1981 release of the album The Smithsonian Collection of Classic Country Music is expected to continue to do quite well.

Throughout the planning period, performance and recording efforts will continue, and will be devoted to such areas as jazz songs, gospel music, popular entertainment and the characteristics of historical musical instruments.

Smithsonian Institution Press. The Press, in its official function, serves the Institution's requirements for quality publication of the growing number of research studies and monographs, art and exhibit catalogues, brochures, information guides, etc., which are produced by Smithsonian staff in fulfillment of the Institution's federally funded activities. In addition, the Press has set as its long-range goal careful but steady expansion of the trust-funded university press activities to annual publication and distribution levels of up to 50 (from the current level of about 20-30) significant scholarly and general trade books on subjects relevant to Smithsonian collections or research interests. In addition, the Press will continue to improve its steadily expanding capability in marketing, and warehousing and order fulfillment, with the basic objective of enabling the Smithsonian Institution to publish broadly at a minimum of expense, or preferably none at all. In FY 1981, unrestricted trust funded operations produced an approximate \$230,000 in net proceeds utilized for various activities and programs of the Institution. Some surplus is projected to continue for these operations.

Examples of manuscripts to be published in the federally funded series in FY 1982 are: Identification of Pathological Conditions in Human Skeletal Remains, The Atlantic Barrier Reef Ecosystem at Carrie Bow Cay, Textural Observations on Some Living Species of Planktonic Foraminifera, Growth and Population Dynamics of Espeletia (Compositae) in the Venezuelan Andes.

Some significant titles currently scheduled for trust funded publication in FY 1982 are: Guide to Prints and Drawings in Smithsonian Collections, Joys of Research, Seasonality in the Tropics, American System of Manufactures.

In order to strengthen further the book publishing program at the Institution, Smithsonian Exposition Books has joined the Smithsonian Institution Press where it is established as an editorially independent division of the Press. It is expected that this amalgamation will significantly strengthen the Institution's already strong presence in the book publishing field.

Smithsonian Exposition Books. This office publishes through trust support popular books based on Smithsonian collections and research. Nine books have been published to date and have been sold primarily to Smithsonian Associates by direct mail.^{1/} They are also sold to the book trade through a prominent commercial distributor. Development work is in progress on a

^{1/} They are The Smithsonian Experience, The Magnificent Foragers, The Smithsonian Book of Invention, A Zoo for All Seasons, The American Land, Every Four Years, Fire of Life, Jungles, and The Best of Smithsonian (an anthology of the best articles to appear over the years in Smithsonian magazine).

series of small, relatively inexpensive books, whose eventual publication is subject to satisfactory market testing and approval by the Smithsonian Publishing Council. In FY 1981, about \$536,000 in unrestricted trust funds was made available to various activities of the Institution as a result of the operations of the Exposition Books Program. If public receptivity to future year publications remains strong, the Institution expects net operations to produce similar amounts over the planning period.

Public Service Resource Growth

In FY 1987, resources associated with the conduct of Public Service activities may reach approximately \$16,600,000 from present levels of about \$14,800,000. Most of the increase, however, will be due to the added expenses associated with the trust operations of the Division of Performing Arts. Only moderate growth is projected for federal operations.

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 5 (1)

PUBLIC SERVICE	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
ASSISTANT SECRETARY FOR PUBLIC SERVICE														
FEDERAL SALARY & EXPENSES	5	184	5	203	5	220	5	230	5	230	5	230	5	230
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	1	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	5	185	5	203	5	220	5	230	5	230	5	230	5	230
OFFICE OF TELECOMMUNICATIONS														
FEDERAL SALARY & EXPENSES	2	55	2	51	2	56	4	109	4	118	4	123	4	130
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	6	237	6	285	8	385	8	400	8	420	8	442	8	456
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	3	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	65	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	8	360	8	336	10	441	12	509	12	538	12	565	12	586
VISITOR'S INFORMATION & RECEPTION CENTER														
FEDERAL SALARY & EXPENSES	2	20	2	63	2	65	3	115	4	140	6	180	7	205
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	9	395	12	461	12	485	12	510	12	535	12	560	12	585
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	1	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	11	415	14	525	14	550	15	625	16	675	18	740	19	790

TABLE 5 (2)

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
PUBLIC SERVICE														
ANACOSTIA NEIGHBORHOOD MUSEUM														
FEDERAL SALARY & EXPENSES	19	529	19	726	19	773	20	859	21	906	23	938	24	961
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	1	26	1	31	1	32	1	33	1	33	1	35	1	36
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	20	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	2	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	20	577	20	757	20	805	21	892	22	939	24	973	25	997
INTERNATIONAL EXCHANGE SERVICE														
FEDERAL SALARY & EXPENSES	4	346	4	230	4	245	4	130	4	130	4	130	4	130
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	4	346	4	230	4	245	4	130	4	130	4	130	4	130
DIVISION OF PERFORMING ARTS														
FEDERAL SALARY & EXPENSES	10	387	10	444	10	478	10	765	10	765	10	765	10	765
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	22	4561	23	4942	23	5809	23	5841	23	5907	23	5957	23	6200
-AUXILIARY ACTIVITY														
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	114	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	130	1	30	0	10	0	110	0	125	0	125	0	125
FEDERAL GRANTS & CONTRACTS	0	8	0	5	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	32	5200	34	5421	33	6297	33	6716	33	6797	33	6847	33	7090

TABLE 5 (3)

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
PUBLIC SERVICE														
SMITHSONIAN INSTITUTION PRESS														
FEDERAL SALARY & EXPENSES	29	847	29	913	29	968	29	1030	29	1030	29	1030	29	1030
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	8	2091	9	2108	9	991	10	1091	10	1178	10	1294	10	1423
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	55	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	37	2993	38	3021	38	1959	39	2121	39	2208	39	2324	39	2453
SMITHSONIAN EXPOSITION BOOKS														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	15	4725	15	4062	16	4110	16	4354	17	4220	17	4250	17	4350
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	15	4725	15	4062	16	4110	16	4354	17	4220	17	4250	17	4350
PUBLIC SERVICE-SUMMARY														
FEDERAL SALARY & EXPENSES	71	2368	71	2630	71	2805	75	3238	77	3319	81	3396	83	3451
UNRESTRICTED GENERAL	16	659	19	777	21	902	21	943	21	988	21	1037	21	1077
-PROGRAM & ADMINISTRATIVE	45	11377	47	11112	48	10910	49	11286	50	11305	50	11501	50	11973
-AUXILIARY ACTIVITY	0	3	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE	0	199	0	1	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	187	1	30	0	10	0	110	0	125	0	125	0	125
-ALL OTHER	0	8	0	5	0	0	0	0	0	0	0	0	0	0
RESTRICTED														
FEDERAL GRANTS & CONTRACTS														
-TOTAL	132	14801	138	14555	140	14627	145	15577	148	15737	152	16059	154	16626

MUSEUM PROGRAMS

Museum Program units have as their chief responsibility the provision of museum management and other services to the museums and research bureaus of the Institution. They also offer assistance, guidance, and technical services to museums throughout the United States and abroad and, in this connection, work closely with national and international organizations to advance the practices, methodologies and standards of the museum profession. They provide such services as traveling exhibitions; horticultural exhibitions and displays; and grants, special studies, and support training for various aspects of museum work. Museum Program units report to the Assistant Secretary for Museum Programs and consist of the following activities: Office of Museum Programs, Conservation Analytical Laboratory, Office of the Registrar, Office of Exhibits Central, National Museum Act, Smithsonian Institution Libraries, Smithsonian Archives, Smithsonian Institution Traveling Exhibition Service, and the Office of International Activities. The Office of Horticulture and South Group Building Management are also managed through the Assistant Secretary for Museum Programs, but resources associated with these activities appear in the chapter on Administrative, Financial, and Other Support Services to be consistent with the FY 1983 budget presentation to Congress.

In recent years, there have been significant changes in the status and perception of museums. Their numbers have increased astonishingly everywhere; they have become integral to the educational process; they are more than ever held accountable for the quality and condition of important collections, and for the strength of their research and informational programs. In many parts of the world, museums have become a chief means of preserving and expressing national cultures and identities. These changes have created a need for better trained personnel for museums in such areas as collections management encompassing accessions, registration, cataloguing, inventory control, security, and storage; conservation treatment and analysis; information systems; education; and general museum management. New fields of research, especially archaeometry, which is concerned with the basic characteristics of materials, have been recognized as vital to the study and understanding of museum collections. The use of fumigants and their impact on both museum materials and personnel must be better understood, and methods to conserve energy in museums, while still providing stable and secure environments for the collections, must be explored. Much of the effort of Museum Program units is directed to these and similar issues.

Current Resources and Support

Total resources available to Museum Programs in FY 1981 approximate \$9,300,000 and 243 full-time positions. Of this total, federal appropriations amount to \$7,400,000 and 211 positions, and support almost entirely the units' basic work, with the exception of the Smithsonian Institution Traveling Exhibition Service (SITES). SITES relies to a large extent on general unrestricted trust funds (\$1,166,000 in FY 1981), most of which are generated by rental fees for the exhibitions circulated.

A breakdown for FY 1981 Museum Programs resources follows:

<u>Source of Funds</u>	FY 1981	
	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>
Federal Salaries & Expenses	211	\$7,366
Unrestricted trust	30	1,558
Restricted trust	1	272
Federal Grants & Contracts	<u>1</u>	<u>87</u>
Total	243	\$9,285

Other Museum Program units funded by nonappropriated unrestricted trust funds in addition to federal appropriations are the Libraries, for the support of staff and related expenses, and the Smithsonian Archives, which has a small trust fund budget. The Office of Museum Programs has a revolving trust fund budget based on revenues received for handling and shipping costs for the circulation of audiovisual programs on conservation information. The borrowers of these programs, usually museums or academic institutions, are charged no rental fee for their use. The Office of Horticulture, South Group Buildings Management, and the Office of Exhibits Central also have special purpose trust fund accounts stemming from provision of services or production efforts for trust activities; these funds are used only to sustain these services.

Future Year Prospectus

Within this projected planning period, the Institution will establish and initiate a training program for conservators and conservation technicians at the Museum Support Center. The staff of the Conservation Analytical Laboratory is to be expanded to include a Director of the Conservation Training Program, conservation training coordinators, and additional conservators and scientists. Resources projected for this effort are contained within the Special Programs table, but are described in some detail here. Collections management, particularly inventory and informational systems, will receive increased attention, and the methods of handling the Institution's bibliographic and archival resources will be improved through automated systems and administrative refinements. The Smithsonian Institution Traveling Exhibition Service will expand its international program.

Museum Support Center. Construction of the Museum Support Center began in January 1981 and is scheduled for completion in January 1983. Occupancy of the building for maintenance purposes and preparation of the laboratories and other work areas will begin shortly thereafter. Throughout the planning process, and during the construction period, strict standards for suitable environmental conditions and security, as well as for laboratory functions, have been adhered to closely. Following a thorough study of the problem, a storage system of racks capable of holding a variety of integrated modular collection encasement units has been determined to be the most effective means of meeting the needs of the various Smithsonian museum departments to store collections there.

The acquisition process for both storage and laboratory equipment began in FY 1981 and will continue through the planning period and beyond. It is planned to start the process of transferring collections as soon as possible after completion of the Center and after all the basic systems (fire, protection, etc.) are operational and have been thoroughly tested. The first collections to be moved to the Center are "wet storage" collections from the Smithsonian Oceanographic Sorting Center, and from the Departments of Invertebrate and Vertebrate Zoology of the Museum of Natural History/Museum of Man.

Additional details regarding the construction, equipping and operations of the Museum Support Center appear in the Special Programs chapter and the Facilities chapter.

Conservation Research, Training, and Information. The plans developed in 1979 for the Conservation Analytical Laboratory in the Museum Support Center and for the facilities and training program for conservators and conservation technicians have remained substantially unchanged since their inception, and both program and budget growth will occur during the years immediately ahead. Within the Center, the Laboratory and training program will occupy the major portion of the 44,000 square feet of space assigned to conservation functions to be performed there. Other parts of this space will be used by the Anthropology Conservation Laboratory and by the Conservation Laboratory of the Museum of American History. Conservation treatment presently performed by the Conservation Analytical Laboratory in the American History Building will be transferred to the new Museum Support Center, and consideration is being given to modifying the existing facilities on the Mall for specialized research and analytical tasks.

Proper utilization of the new facilities will require a significant increase in staff for various organizations. The phasing of this growth takes into account the time required for construction of the Museum Support Center and acquisition of its equipment and furnishings. For the Conservation Analytical Laboratory, because of the difficulty in recruiting highly qualified and scarce conservation personnel, steps were taken in 1980 to prepare appropriate positions descriptions so that personnel actions can be instituted on schedule. Precise specifications for special conservation equipment, particularly fumigation equipment which must be in place in the Center at the time of its occupancy, have been drawn up and some of the equipment was purchased in FY 1981.

Special task forces, consisting of Smithsonian staff and personnel from the academic community, have been created to develop a training curriculum, prerequisites for entering students, faculty arrangements, and course completion requirements. Discussions are continuing with the administration and staff of two local universities, George Washington University and the University of Maryland, to explore ways in which conservation laboratory instruction and graduate and undergraduate level courses can best be integrated to produce a well-rounded and complete conservation training program. The issue of appropriate degrees or certification, or a combination of these, is being investigated. It is planned that a director of the Conservation Training Program will be appointed in FY 1982. The Institution expects that a small initial class of 4 or 5 students can be accepted during FY 1983. Other staff positions important to the expanded conservation analytical and treatment functions, and to the

training program, will be recruited over the planning period, particularly in FY 1982 and FY 1983.

In addition to attending to the development of activities that will occur in the Museum Support Center in the coming years, the Conservation Analytical Laboratory will continue to explore the best means of monitoring environmental conditions throughout the Institution's museums in an effort to stabilize relative humidity and temperatures in all areas housing exhibits and collections; it will continue its program of computerizing conservation data and related information which are the product of its ongoing work, and to establish closer linkage with similar systems elsewhere. As an example of this, the Laboratory has installed a system for gaining access to the British Museum for their conservation reports and the Index to Art and Archaeology Technical Abstracts. Future projects of the Laboratory will include the updating of conservation information videotapes which are distributed upon request to the museum profession, and the making of new videotapes of conservation processes while they are in progress. These tapes will provide a valuable record of laboratory work and will be used for training and instructional purposes. The Laboratory will continue its role of providing assistance and advice to curators in the identification and selection of objects requiring treatment. Other Institution-wide conservation matters are subjects of discussion of the Smithsonian Conservation Council which meets regularly.

The Conservation Analytical Laboratory is also planning to continue its cooperative arrangements with the National Bureau of Standards for archaeometric studies and seminars. The Laboratory has and will continue to participate in international conferences on archaeometry; it was actively involved in a major meeting held in the United States in May 1981 which addressed the future development of the subject. A significant result of that meeting was a proposal to establish, possibly at the Smithsonian, a central registry and data bank for archaeometric study material.

Collections Management. Collections management, particularly the acceleration of inventories of collections and the establishment of improved data systems, has been established as an institutional priority for the coming years. Aside from the issues and requirements associated with the Conservation Analytical Laboratory and the specific references to collections management/inventory matters appearing in the Science, History and Art, and other chapters, the Office of the Registrar will play an increasingly important role in collections management over the planning period. The Office will provide continuing assistance to bureaus in modernization of their systems for management of information about objects in collections, will participate in the development of a Smithsonian-wide information system to achieve effective intellectual integration of data on the collections, and will maintain information on the progress of collection inventory projects in the various bureaus. In addition, the Office will pursue implementation of recommendations made in the 1977 report on collections management to develop training programs to support Smithsonian personnel working in collection registration and related functions. The Office will continue to manage the affairs of the Smithsonian's Registrarial Council and will collect and disseminate collections management information through this group.

In FY 1980, the Office integrated an Institution-wide approach for developing a statement on overall collections policies. Throughout FY 1981, each bureau developed its policy, dealing with procedures on such specific topics as acquisitions, deaccessioning and loans. This Office conducted reviews and offered recommendations for preparation of the final drafts of those policies. In the future, the Office will maintain a complete file of the individual policies, along with other data on collections management, so that all relevant information on these activities may be readily accessible.

An important activity of the Office of the Registrar has been to work with a variety of organizations for the development of standards for national and international museum data exchange. This work will continue and will be accelerated in future years. The Office also plans, in FY 1984, to establish a specialized transportation function that will assist and advise museums and other bureaus with the movement of collection objects among museums and the Museum Support Center.

Smithsonian Libraries. The Smithsonian Institution Libraries is a major American academic research library system, serving Smithsonian and non-Smithsonian scholars through its collections and staff services. The Institution during the forthcoming planning period will try to address and solve some of the long-standing problems associated with the system. Foremost among these is inadequate space. The Institution will try to provide consolidated space to house safely the overflow of collections. Various solutions have been considered in the past, but were not approved or implemented because of higher priority space and facility needs. While the Institution's policy is to lease new space for programs only as a last resort, a request for this purpose will be contained in the FY 1984 budget. The Institution must also consider remaining renovation needs of the central library space located in the Museum of Natural History Building, along with the need to create atmospherically sound stack areas in all of the branches of the system.

Plans call for a complete, on-line bibliographic data base system (acquisitions, cataloguing, catalogue access, interlibrary loans, serial check-in, and circulation) for the entire network of Smithsonian Libraries and FY 1983 is the target date for implementation. Increased automation will provide greater access to Smithsonian library resources by the national research community and reduce the long-range rise in the cost of doing business. Detailed planning for the system is now underway in the Libraries with the cooperation of the Office of Computer Services.

During fiscal years 1984-1987, emphasis will be placed on the indexing and conservation of the 225,000-piece trade literature collection; the preservation of collections through new mass-deacidification techniques; the automation of records; and the cataloguing of backlogs of various materials by contractors. The book conservation laboratory, staffed by a professional team, continues to treat the most fragile and critical books and papers with advanced techniques and equipment. The Libraries' development philosophy and practice are expressed in a new policy developed over the last two years, which guides purchasing, preservation, miniaturization, and other aspects of collection management.

In FY 1980-1981 experiments were conducted with telefacsimile transmissions among selected libraries of the Institution, and since 1978 the use of on-line, commercially available data bases has been expanding. In addition, resource sharing with federal and research libraries, especially with the Library of Congress, has helped to control the need to acquire materials. In 1981, card catalogues were closed in favor of a computer-output microfiche catalogue (COM). Conversion of older catalogue records into machine-readable form will start in FY 1982.

Plans also include the accommodation of library requirements for new and expanded Smithsonian activities over the coming five-year period. These include establishing library functions at Mt. Hopkins Observatory, the Zoo's Conservation and Research Center at Front Royal, the Museum Support Center, and the Museum of African Art. Expanded programs are planned for the Cooper-Hewitt Museum, Tropical Research Institute, and the Chesapeake Bay Center for Environmental Studies.

The National Museum Act. Through its grants program, the National Museum Act (NMA) provides support to museums, professional museum associations, and academic institutions for training of museum personnel, special museological studies, and for professional and technical assistance for the museum community.

These grants concentrate on museological issues and high priority is given to projects advancing conservation training and techniques. This emphasis is unlike the grant programs offered by the National Endowments which support, for the most part, art- or humanities-related programs, or those offered by the Institute of Museum Services which provide support for museum operating costs. The Office of the Assistant Secretary for Museum Programs and the NMA staff maintain continuing liaison with other organizations and with the Federal Council on the Arts and Humanities, all of which are concerned with support for various kinds of museum activity throughout the United States. The NMA continues to operate under the principles established in a memorandum of understanding that was developed with these organizations in 1979.

In 1980, the National Museum Act was reauthorized for FY 1981 and FY 1982. At the end of this period, reauthorization will be sought for NMA grant programs.

Other Programs. A strong demand continues for the museum training workshops and the conservation audiovisual presentations produced by the Office of Museum Programs. In 1980, at the request of local and regional museum associations and organizations, the Office conducted a number of training programs away from the Smithsonian; in these instances, the local organizations paid all expenses involved. The Office will further explore this type of cooperative arrangement as a means of making museum training accessible to more museum personnel at no cost to the Institution, including workshops presented on a cost-sharing basis with Native American tribal groups and associations. A review has begun of the library of audiovisual materials, and a number of items may be remade, particularly those for which the master tapes no longer lend themselves to quality reproduction.

The Smithsonian Archives uses automatic data processing extensively to sort various indexes to the Archives and to publish the Guide to the Smithsonian Archives. Over the period 1982-86, computer usage will be expanded to include

archival data on photographs and the development of a management information system to control processing and reference functions. The Archives also plans to improve its microfilm capability.

The Office of Exhibits Central will continue to provide its general and specialized exhibition production services for the Institution's museums. The Office will also be involved in design, editing and production work for many new traveling exhibits and in special exhibitions that involve intermuseum cooperation. Examples of such exhibitions, in which the Office of Exhibits Central participated in FY 1981, are: Egyptian Antiquities, 5000 Years of Korean Art, and Independence with the Help of France.

For the Office of Horticulture, new landscaped areas, including the East Garden between the Hirshhorn Museum Building and the Arts and Industries Building, will create a need for an extension of services, as will the landscaping associated with the Museum Support Center. This Office has also maintained the Victorian Horticulture and Floriculture Exhibition in the Arts and Industries Building. New efforts in exhibits, coupled with research and propagation efforts for special collections of rare and endangered floral species, will enhance the dimensions of the horticultural function in coming years.

The Office of International Activities will support arrangements for research programs being planned in cooperation with foreign scientific agencies and organizations and develop new programs to be carried out with similar organizations in the People's Republic of China.

Increases in appropriations available to the Smithsonian Institution Traveling Exhibition Service (SITES) are being planned for FY 1984-87 to help keep rental charges down for users of this popular service; to reduce the effects of inflation on production and transportation costs of traveling exhibits; and to strengthen the registrarial, education, and publication functions of the program. If appropriation increases are not realized, the impact will be felt in higher costs for users for participatory fees and transportation costs. In FY 1980, the Institution began planning for circulating a series of major exhibitions from abroad. Initial contacts have been made with several South American countries to encourage their use of SITES' offerings; interest has been shown in these prospects, and funding and environmental questions are now being examined in greater detail. A SITES exhibition is currently touring six Australian cities. A major exhibition of American Impressionism is being organized by SITES to open in Paris in 1982; this show, with the cooperation of the ICA, will then tour Berlin, Krakow, Bucharest, and Sophia. An exhibition of contemporary Dutch art is being organized in cooperation with The Netherlands to tour the United States, and will open in Chicago early in 1982. This exhibition will commemorate the 200th anniversary of the establishment of diplomatic relations between the two countries. The ability to attract major offerings from foreign countries and institutions is limited by the inability of the Institution to reciprocate with exhibitions organized primarily for showing abroad and by the lack of funds to pay for shipping such exhibitions. The Institution will continue to explore ways of overcoming these obstacles in the years ahead.

Museum Programs Resource Growth

By FY 1987, Museum Programs resources may approach \$14,800,000 from present levels of \$9,300,000. Federal appropriations will account for most of the growth and be concentrated in the Conservation Analytical Laboratory activities related to research and conservation programs, the Traveling Exhibition Service, and for horticulture and library operations. Unrestricted trust fund support for traveling exhibitions is also projected to increase substantially during the planning period.

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 6 (1)

MUSEUM PROGRAMS	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
ASSISTANT SECRETARY FOR MUSEUM PROGRAMS														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	5	234	5	209	5	229	6	269	6	269	6	269	6	269
-PROGRAM & ADMINISTRATIVE	0	45	0	11	0	4	0	4	0	4	0	4	0	4
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	21	0	0	0	0	0	1	0	1	0	1	0	1
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	5	300	5	220	5	233	6	274	6	274	6	274	6	274
OFFICE OF MUSEUM PROGRAMS														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	11	354	11	334	11	355	15	1077	15	1077	15	1107	15	1137
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	23	0	35	0	39	0	43	0	47	0	51	0	55
-ALL OTHER	0	2	0	0	0	0	0	1	0	1	0	1	0	1
RESTRICTED	0	-3	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	1	61	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	12	437	11	369	11	394	15	1121	15	1125	15	1159	15	1193
INTERNATIONAL ACTIVITIES														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	5	159	5	171	5	181	5	185	5	185	5	185	5	185
-PROGRAM & ADMINISTRATIVE	0	0	0	1	0	1	0	1	0	1	0	1	0	1
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	5	159	5	172	5	182	5	186	5	186	5	186	5	186

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 6 (2)

MUSEUM PROGRAMS	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
OFFICE OF THE REGISTRAR														
FEDERAL SALARY & EXPENSES	4	126	4	132	4	140	4	222	4	222	4	222	4	222
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	4	126	4	132	4	140	4	222	4	222	4	222	4	222
CONSERVATION ANALYTICAL LABORATORY														
FEDERAL SALARY & EXPENSES	21	788	21	826	21	893	30	1402	30	1474	31	1557	32	1653
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	2	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	21	790	21	826	21	893	30	1402	30	1474	31	1557	32	1653
SMITHSONIAN INSTITUTION LIBRARIES														
FEDERAL SALARY & EXPENSES	97	2976	99	3130	99	3400	104	5170	105	5370	105	5520	105	5520
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	8	207	8	212	8	249	8	272	8	287	8	312	8	327
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	10	0	39	0	5	0	5	0	5	0	6	0	6
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	105	3193	107	3381	107	3654	112	5447	113	5662	113	5838	113	5853

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 6 (3)

MUSEUM PROGRAMS	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
OFFICE OF EXHIBITS CENTRAL														
FEDERAL SALARY & EXPENSES	46	1312	47	1350	47	1457	47	1618	47	1618	47	1618	47	1618
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	10	0	7	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	4	0	1	0	2	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	46	1326	47	1358	47	1459	47	1618	47	1618	47	1618	47	1618
TRAVELING EXHIBITION SERVICE														
FEDERAL SALARY & EXPENSES	6	192	6	250	6	271	10	487	12	527	14	567	17	627
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	20	1166	20	1163	22	1245	23	1312	23	1383	25	1459	27	1540
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	55	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	1	244	1	322	0	27	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	26	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	27	1683	27	1735	28	1543	33	1799	35	1910	39	2026	44	2167
SMITHSONIAN ARCHIVES														
FEDERAL SALARY & EXPENSES	13	430	13	407	13	464	14	492	14	494	15	522	16	550
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	2	43	2	50	5	124	2	57	2	60	2	63	2	66
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	1	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	15	474	15	457	18	588	16	549	16	554	17	585	18	616

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 6 (4)

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
MUSEUM PROGRAMS														
NATIONAL MUSEUM ACT														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	3	795	3	779	3	782	3	1000	3	1000	3	1000	3	1000
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	3	795	3	779	3	782	3	1000	3	1000	3	1000	3	1000

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 6 (5)

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
MUSEUM PROGRAMS														
MUSEUM PROGRAMS-SUMMARY														
FEDERAL SALARY & EXPENSES	211	7366	214	7588	214	8172	238	11922	241	12236	245	12567	250	12781
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	10	295	10	274	13	378	10	334	10	352	10	380	10	398
-AUXILIARY ACTIVITY	20	1166	20	1163	22	1245	23	1312	23	1383	25	1459	27	1540
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	33	0	42	0	39	0	43	0	47	0	51	0	55
-ALL OTHER	0	64	0	1	0	2	0	1	0	1	0	1	0	1
RESTRICTED	1	272	1	361	0	32	0	6	0	6	0	7	0	7
FEDERAL GRANTS & CONTRACTS	1	87	0	0	0	0	0	0	0	0	0	0	0	0
-TOTAL	243	9283	245	9429	249	9868	271	13618	274	14025	280	14465	287	14782

SPECIAL PROGRAMS

Special Programs include the Office of American and Folklife Studies, the International Environmental Science Program, Academic and Educational Programs (including the Office of Symposia and Seminars, the Office of Elementary and Secondary Education, and the Office of Fellowships and Grants); the Collections Management/Inventory Program; the Major Exhibitions Program; and the trust-funded Collections Acquisition, Scholarly Studies, and Education Programs. This chapter also consolidates the equipping and operating requirements of the Museum Support Center for various Smithsonian organizations involved in its development. The resources associated with the International Environmental Science Program, the Fellowship Programs of the Institution, the Collections Management/Inventory Programs, and the trust-funded Collections Acquisition funds are generally available to all organizations of the Institution if they meet certain standards and selection procedures.

Current Resources and Support

These programs in FY 1981 had total operating support of \$7,300,000 excluding excess foreign currencies which amount to the equivalent of \$3,650,000 in FY 1981.

A breakdown follows:

<u>Source of Funds</u>	FY 1981	
	<u>Full-Time Employment</u>	<u>Funds (\$000s)</u>
Federal Salaries & Expenses	34	\$5,657
Unrestricted trust	13	1,411
Restricted trust	-	53
Federal Grants & Contracts	-	185
Total	47	\$7,306

Funding patterns vary, and include programs which are funded entirely from federal appropriations to those funded solely through trust operations of the Institution. American and Folklife Studies, administered by the Assistant Secretary for History and Art, operates with both federal appropriations and trust funds and also seeks grants and contracts for special projects. Federal funds support the folklife administrative staff and expenses, research and

publication efforts, and two-thirds of the cost associated with the annual folk-life festival, plus support for lecturers, instructors, and field researchers.

Trust funds cover the direct costs of the Visiting Research Fellowships and the recently established Regents' Fellowships, but administrative costs for the Office of Fellowships and Grants, the office which manages these programs, are essentially federally funded. In addition to administering the Institution's entire range of fellowship offerings, the Office of Fellowships and Grants also manages, for the Assistant Secretary for Science, the Special Foreign Currency Program.

The Office of Elementary and Secondary Education conducts its activities through federal appropriations, with only occasional trust funds or grants received for support of special meetings or conferences. The Office of Symposia and Seminars receives an annual allotment from trust funds for administration and direction of its activities, which include seeking outside support for the academic and intellectual conferences which it coordinates. Both offices are administered by the Assistant Secretary for Public Service.

The International Environmental Research Program was established in the early 1970s to promote interbureau research on environmental matters by funding special, long-term projects using the principal scientific strengths of such organizations as the Tropical Research Institute, Chesapeake Bay Center, Radiation Biology Laboratory, Natural History Museum, and the Zoo. These funds are federally appropriated and administered by the Assistant Secretary for Science.

Collections Management/Inventory Programs. In FY 1979, Congress appropriated special funds in the amount of \$500,000 to help allow the Institution to begin conducting a major inventory of its various collections, including those which are to be housed in the Museum Support Center. These funds in FY 1982 amount to \$760,000 and are planned to be allocated to the Museum of Natural History, Museum of American History, the Cooper-Hewitt, and the Offices of Computer Services and Registrar to permit these units to initiate or continue important projects associated with the overall effort. Descriptions of the bureaus' activities under way are contained in the appropriate chapters; a breakdown of the FY 1982 amounts follows:

	<u>FY 1982 Estimated</u>
Museum of Natural History	\$381,000
Museum of American History	258,000
Cooper-Hewitt Museum	68,000
Office of Computer Services	52,000
Office of the Registrar	<u>1,000</u>
Total	\$760,000

The funds are administered by the Assistant Secretary for Museum Programs, working in close consultation with the Assistant Secretaries for Science and History and Art to assure that from year-to-year the most urgent projects are selected for funding through this appropriation.

Collections Acquisition, Scholarly Studies, and Education Programs. In FY 1978, the Regents established a special trust account to be used for strengthening the Smithsonian's collections through purchase of major works of art and objects of scientific and historical value, and to allow for the funding of special projects important to the research and educational functions of the Institution. A total of \$10,000,000 (including a special reserve set aside for purchase of the Gilbert Stuart portraits of George and Martha Washington) in unrestricted trust funds had been approved by the Regents for allocation to bureaus through FY 1981: \$2,000,000 for scholarly projects, \$2,000,000 for educational activities, and \$6,000,000 for collections acquisitions. The Institution plans to allocate about \$2,000,000 to \$2,500,000 a year to this special trust-supported program.

These funds, along with about \$200,000 that had been earmarked in earlier years for similar purposes, have made possible a variety of important activities. For example, the Hirshhorn Museum and Sculpture Garden was enabled to make three outstanding acquisitions for its collections, including a rare wood sculpture by Paul Gauguin entitled "Cylinder Decorated with the Figure of Hina". There may be only two other such wood sculptures by Gauguin in North America; one in the Boston Museum of Fine Arts and one in the Art Gallery of Ontario in Toronto. The other acquisitions are a painting by Joan Miro entitled "Woman before an Eclipse with Her Hair Disheveled by the Wind" and a bronze sculpture by Gaston Lachaise entitled "Standing Woman (Heroic Woman)". In addition, three valuable and important collections were added to the resources of the Museum of Natural History/Museum of Man. They are the R.K. Harris archeological collection of Paleo-Indian, Archaic, Caddoan, and historic materials -- some 200,000 artifacts covering a 12,000-year span from sites in Texas, Oklahoma, Arkansas, Louisiana, and Alabama; 1,200 glass-plate negatives dating from 1881 to 1910 of students at the Carlisle Indian School; and the Lhungay Collection of some four dozen Tibetan cultural objects.

These funds have also supported major scientific studies and educational efforts, scientific workshops and conferences, student intern programs, Native American training programs, presentations and performances for the handicapped and elderly, programs for the handicapped, an international symposium on children in museums, and weekend films and lectures for the general public.

Museum Support Center Equipment and Operations. Appropriations are being used to purchase the specialized storage and laboratory equipment necessary for outfitting the building under construction at Suitland, Maryland. The initial major appropriations occurred in FY 1981 and amounted to \$2,711,000, including \$400,000 of base funds available from the Museum of Natural History. FY 1981 funds are being used to purchase storage equipment associated principally with the collections of the Sorting Center, for Invertebrate and Vertebrate Zoology collections to be housed at the Support Center, for a fumigation chamber, and for components of the building's security system.

For FY 1983, the Institution is seeking a consolidated appropriation request from Congress to cover the phased purchase of equipment and a portion of the operating requirements of the Center and the various bureaus. The amount being sought is \$6,707,000 covering partial operating costs involved, and initial moving and utilities expenses. In the absence of

approval of new positions in FY 1983 for the Center, some required services will be obtained through contract arrangements, and the Institution also will be examining ways to redirect some base resources to operations.

Major Exhibition Program. Appropriations of \$750,000 were received for this program for the first time in FY 1981. Prior to and during the Bicentennial Year, the Institution maintained a similar separate major exhibitions program funded by Congress for specific, carefully selected exhibitions whose costs were over and beyond that which could be financed by normal base operations. Following the Bicentennial Year, however, this program was phased out and its funding rejustified and redirected to other programs.

This more recent appropriation serves a like purpose, to revitalize various exhibitions programs (especially at the Museum of American History) and to permit more joint exhibits activity among History and Art museums. It will be maintained as a separate account as long as it is considered to be meeting the exhibits goals of the Institution in a timely and appropriate manner. The fund is managed by the Assistant Secretary for History and Art.

Future Year Prospectus

Trust support for Special Programs is contingent in future years on economic conditions, institutional priorities, and the abilities of the various auxiliary and revenue producing activities to sustain their popularity and financial performance. As stated, over the years some slight increase in funding is expected for the Collections Acquisition, Scholarly Studies, and Education Programs to allow for gradual growth in activities, including the Institution's television efforts.

The Office of American and Folklife Studies will continue to present its annual Festival of American Folklife, which was rescheduled this past summer to include the July 4 weekend period rather than Columbus Day holiday period in the fall. Additional program emphases during the planning period include research and publication efforts, work on the major folklife exhibition at the Renwick Gallery, and cooperative planning with the Library of Congress' American Folklife Center and the National Endowments' folklife programs toward the possibility of engaging in a joint fieldwork and publication effort comprehensively documenting surviving American folkways.

Only minor increases are planned for the Office of Elementary and Secondary Education and for the Office of Symposia and Seminars. Funds for the special program for inventorying the Institution's collections are expected to increase from present levels to about \$820,000. This will allow the Institution to maintain its inventory work in future years.

Some additional federal resources will be necessary during the planning period for the Office of Fellowships and Grants to administer fellowships, internships, and the Special Foreign Currency Program; and increases are projected from trust funds for increasing the variety, numbers, and stipend levels of fellowship awards. The Office of Fellowships and Grants currently administers the Pre- and Postdoctoral Fellowship Program, Short-Term Visitor Program, Regents' and Senior Fellowship Program, Visiting Scientist and Scholar Program, and other academic internships which carry financial support.

Until FY 1979, the Institution's Fellowships Awards were supported principally with appropriated funds, but since then have been supported principally with nonappropriated unrestricted trust funds. This change is a consequence of the Regents' decision to apply trust funds to certain federal services. Approximately forty-five full-year fellowships are now offered annually by the Office of Fellowships and Grants for doctoral candidates or recent recipients of the doctorate to receive advanced research training under the guidance of Smithsonian senior scholars. The Pre- and Postdoctoral Fellowship Program is widely endorsed by the Smithsonian staff. Concerted effort will be made during the planning period to increase the number of fellowships awarded via a variety of sources. A planned growth of about 30 percent in the number of fellowships offered will allow many more excellent scholars to utilize the Smithsonian and to interact with the professional staff. It will also enable worthy candidates from countries we would like to establish ties with, and who cannot currently compete, to join our scholarly community. The Office will continue to request stipend-level increases which take into account inflation and competitive changes.

The Regents' Fellowships are highly selective awards to scholars of distinction and breadth of intellect to pursue in-residence studies related to Smithsonian research. They devote themselves to timely and important topics in their disciplines and are expected to publish major contributions to knowledge as a result, in part, of their Smithsonian work. The interaction with predoctoral, postdoctoral and fully established colleagues adds significantly to the intellectual climate of the Institution. Only small increases necessary for inflation are projected for the future.

An educational program has been established recently which will offer minority internships and fellowships. This program is one of the means by which the Smithsonian is attempting to increase the representation of minority groups in its educational and research programs and ultimately in its professional ranks. The immediate goal is to attract minority men and women, with emphasis on people from historically Black colleges. The program offerings are designed to enhance student and faculty scholarship and also create a greater awareness and understanding of Smithsonian opportunities at the students' home colleges.

The central purpose of the Special Foreign Currency Program is a program of research grants for scholars in American institutions of higher learning, including the Smithsonian itself. These grants are a major source of support for American scholarship of many disciplines in the excess currency countries. For FY 1983, \$2,000,000 equivalent in excess currency has been requested for the grants program. Recognizing the importance of these monies to American scholarship abroad, the Institution hopes to achieve an increased level to \$3,500,000 in the course of the next five years as funds are available. In addition to the grants program, periodic increases of excess currencies have been sought for important and timely projects. One such project has been to establish a reserve fund in Indian rupees for long-term support of the American Institution for Indian Studies (AIIS), a consortium of American universities and museums, whose members have sustained research interests in India. Another such project begun in FY 1982 is funding for the international salvage effort to preserve the ancient urban site at Moenjodaro in Pakistan. Both the AIIS

forward fund and the Moenjodaro project would require substantial increases to the Special Foreign Currency Program. While in FY 1983 no increases are sought for these efforts, they continue to be long-range interests of the Institution, and, when circumstances permit, funding will be sought to carry them out.

International Environmental Science Program. Increased federal appropriations will be sought in future years for the International Environmental Science Program. This program contributes substantially to institutional research progress, and continues to be considered a high-priority effort. Environmental monitoring is pursued at two permanent Smithsonian sites -- the Chesapeake Bay Center and the Tropical Research Institute -- and at several temporary sites. Over the next five years, an effort will be made to strengthen the research work at these sites to monitor changes in the natural environment and to stay abreast of biological conservation affairs. Based on an outside review, the Institution is conducting long-term environmental monitoring as an activity which matches the basic aims and purposes of the Institution's research programs. Increased funding will allow emphasis to be placed on defined parameters of watershed monitoring and on changes in marine indicators at the permanent stations. Over the planning period, monitoring at several nonpermanent sites will be completed and base resources will be reapplied to new sites. It is expected that studies in Papua, New Guinea will be completed by FY 1983, and in Nepal by early FY 1985. Efforts will continue over the planning period on several environmental questions in the Llanos region of Venezuela. New studies will focus on environmental aspects of the Sinai region, selected sites in China, and the Caribbean basin. In addition, more intensive work will be undertaken on the biogeography of the Amazon region of Latin America. More resources will be sought over the period for data analyses, travel, publication, and support costs.

Museum Support Center Equipment and Operations. Equipment and operating appropriations are expected to be about \$6,700,000 in FY 1983, and then begin to decline following the initial move to the Center to a relatively stable level of approximately \$6,000,000 during FY 1985-87 and future years. The systems being selected for purchase and installation at the Suitland facility provide efficient high-density storage on three eight-foot-high storage levels, similar to multistory library stacks. These systems use fixed, self-supporting metal racks and cabinets that can hold a variety of cases, shelves and drawers, as needed, to meet the specific requirements of each of the collections. The equipping plans call for obtaining about one-half of the storage equipment over the period FY 1981-85. To help fund the equipment requirements, the Institution will use about \$750,000 in trust funds for specialized conservation equipment in FY 1982-83, and will redirect rental funds in future years for the Oceanographic Sorting Center for equipment needs.

Future year annual operating and program expenses are expected to grow to about \$4,500,000 by FY 1987. About \$2,900,000 will be required annually for plant operation and maintenance and repairs, utilities, protection services, and grounds maintenance. Also by this time, an annual amount of approximately \$1,600,000 will be required to staff and operate the Conservation Training Center and the collections work associated with the Museums of Natural History and of American History.

Major Exhibitions. The program presently supports the development of two large exhibitions, one commemorating the 250th anniversary of the birth of George Washington (at the Museum of American History) and one focusing on intercultural celebrations and collections of folklife materials drawn from all of our museums (at the Renwick Gallery), both of which open in FY 1982. Future major exhibitions presently in the preliminary planning stage include the history of American science and its role in our society (at the Museum of American History), and a celebration of the 10th anniversary of the opening of the Hirshhorn Museum and Sculpture Garden with an exhibition drawing on 100 years of international sculpture. At this point, an annual support level of about \$1,000,000 is considered adequate to continue to maintain an effective program.

Other Special Programs. A planned request to establish in FY 1983 a federally funded major acquisition program, as described in the January 1981 Prospectus submitted to Congress, to supplement the Institution's base federal and trust allocations is being reconsidered in light of the general budgetary restraints being urged by the new Administration and Congress. It may be sought in future years, but projections are not incorporated at this time. The same is true of the special fund detailed earlier for replacement of institutional photocopier equipment, and resources projected as necessary for transfer and acquisition of a large collection of Native American objects.

Special Programs Resource Growth

Substantial growth in federal funding is required for Museum Support Center operations and will be sought over the next few years. Lesser amounts are projected to continue to strengthen Folklife, International Environmental Science, and the Major Exhibitions Programs. A decline is currently projected in future years from the high levels of Museum Support Center equipment appropriations needed during FY 1982-84. Additional trust support is projected for the Fellowship, Collection Acquisition, Scholarly Studies, and Education Programs. Trust expenditures are also planned for purchase of some conservation equipment for the Museum Support Center in FY 1982-83.

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 7 (1)

SPECIAL PROGRAMS	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
AMERICAN STUDIES & FOLK LIFE PROGRAM														
FEDERAL SALARY & EXPENSES	5	534	5	567	5	608	6	832	6	832	6	832	6	867
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	11	540	11	505	11	505	11	505	11	505	11	505	11	505
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	21	0	5	0	10	0	10	0	10	0	10	0	10
-ALL OTHER	0	30	0	18	0	22	0	5	0	5	0	5	0	5
RESTRICTED	0	17	0	2	0	53	0	75	0	75	0	100	0	100
FEDERAL GRANTS & CONTRACTS	0	185	0	110	0	50	0	50	0	50	0	50	0	50
-SUBTOTAL	16	1327	16	1207	16	1248	17	1477	17	1477	17	1502	17	1537
OFC OF ELEMENTARY & SECONDARY EDUCATION														
FEDERAL SALARY & EXPENSES	7	213	7	262	7	277	7	313	7	313	7	313	7	313
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	21	0	23	0	25	0	30	0	32	0	32	0	32
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	1	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	38	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	15	0	16	0	25	0	25	0	30	0	30	0	30
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	7	288	7	301	7	327	7	368	7	375	7	375	7	375
OFFICE OF SYMPOSIA & SEMINARS														
FEDERAL SALARY & EXPENSES	3	76	3	78	3	85	3	98	3	98	3	98	3	98
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	1	81	1	85	1	86	1	91	1	96	1	101	1	107
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	21	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	9	0	49	0	35	0	60	0	35	0	50	0	50
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	4	187	4	212	4	206	4	249	4	229	4	249	4	255

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 7 (2)

SPECIAL PROGRAMS	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
OFFICE OF FELLOWSHIPS & GRANTS														
FEDERAL SALARY & EXPENSES	9	273	9	259	9	275	9	308	9	308	9	315	9	315
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	1	27	1	27	1	29	1	30	1	31	1	32	1	33
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	556	0	710	0	750	0	775	0	800	0	825	0	850
RESTRICTED	0	12	0	24	0	24	0	25	0	26	0	27	0	28
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	10	868	10	1020	10	1078	10	1138	10	1165	10	1199	10	1226
REGENT'S FELLOWSHIPS														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	75	0	110	0	120	0	130	0	140	0	150	0	160
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	0	75	0	110	0	120	0	130	0	140	0	150	0	160
INTERNAT'L ENVIRONMENTAL SCIENCE PROGRAM														
FEDERAL SALARY & EXPENSES	2	468	2	601	2	643	2	743	2	818	2	893	2	968
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	2	468	2	601	2	643	2	743	2	818	2	893	2	968

SMITHSONIAN INSTITUTION

APPLICATION OF OPERATING FUNDS

FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 7 (3)

SPECIAL PROGRAMS	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
COLLECTIONS MANAGEMENT/INVENTORY PROGRAM														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	0	587	0	760	0	785	0	817	0	817	0	817	0	817
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	0	587	0	760	0	785	0	817	0	817	0	817	0	817
COLL. ACQ.,SCHOL. STUDIES,EDUC. OUTREACH FLUID RESEARCH AND SMITHSON AWARDS *														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	2350	0	2875	0	2875	0	2875	0	2875	0	2875
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	0	0	0	2350	0	2875	0	2875	0	2875	0	2875	0	2875
MUSEUM SUPPORT CENTER EQUIP./OPERATIONS														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL	8	2767	8	4496	8	6707	123	8044	129	6041	131	5616	133	5806
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	500	0	250	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	8	2767	8	4996	8	6957	123	8044	129	6041	131	5616	133	5806

* FY 1981 expenditures for this special program were incurred by various bureaus and are included in their expenditures.

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 7 (4)

SPECIAL PROGRAMS	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
MAJOR EXHIBITION PROGRAM														
FEDERAL SALARY & EXPENSES														
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	739	0	840	0	840	0	1000	0	1000	0	1000	0	1000
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	0	739	0	840	0	840	0	1000	0	1000	0	1000	0	1000

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 7 (5)

SPECIAL PROGRAMS	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
SPECIAL PROGRAMS-SUMMARY														
FEDERAL SALARY & EXPENSES	34	5657	34	7863	34	10220	150	12155	156	10227	158	9884	160	10184
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	13	669	13	640	13	645	13	656	13	664	13	670	13	677
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	22	0	5	0	10	0	10	0	10	0	10	0	10
-ALL OTHER	0	720	0	3688	0	4017	0	3785	0	3820	0	3855	0	3890
RESTRICTED	0	53	0	91	0	137	0	185	0	166	0	207	0	208
FEDERAL GRANTS & CONTRACTS	0	185	0	110	0	50	0	50	0	50	0	50	0	50
-TOTAL	47	7306	47	12397	47	15079	163	16841	169	14937	171	14676	173	15019

NOTE: Foreign Currency appropriations in FY 1981 amounted to \$3,650,000, FY 1982 = \$4,320,000, FY 1983 = \$2,000,000, FY 1984 = 87 projected at \$7,500,000.

ASSOCIATES PROGRAMS

Founded in 1965 on the 200th birthday of James Smithson, the original Associates Program was designed especially for residents of the Washington metropolitan area, drawing on the varied resources of the Institution to provide educational and cultural opportunities to individuals or families who chose to join. The larger Institution aims in public education, however, have always been to make Smithsonian resources increasingly accessible to people of all ages and without regard to their geographic distance from the National Mall. With the establishment of the Smithsonian magazine in April 1970 as a major benefit and feature of a membership program, the original Smithsonian Associate Program has evolved now to include separate National and Resident organizations which offer educational and learning experiences geared to public constituencies in the Washington area, as well as across the country.

This chapter covers recent performance, plans, changes in activities, and resource estimates for Associates programs, including the National and Resident Associate Programs, the Office of Membership and Development which coordinates these programs, and the Magazine which is part of the Office of Public Service.

Current Resources and Support

These trust-funded operations had FY 1981 auxiliary activity revenues totaling approximately \$52,910,000 and 151 employees. Minor amounts were also available from special purpose funds, restricted gifts and grants, and from federal grants and contracts. As a group, they generated approximately \$8,431,000 in unrestricted trust income for the Institution in FY 1981 after cost of sales, payroll, and other operating expenses. Gross expenses for unrestricted trust auxiliary operations amounted to about \$44,479,000.

The Resident Associate Program offers a variety of popular classes, lectures, tours, and other activities for members in the metropolitan Washington area. It has been self-supporting since 1972, generating modest surpluses each year which are added to the unrestricted funds of the Institution.

Elements of the National Associate Program are the educational travel services, the contributing membership program, the regional events program, and the selected studies seminars. The National Associate Program is not expected to produce net income except for the travel and contributing membership programs.

The fund-raising and administrative costs of the Office of Membership and Development are considered as an expense item against unrestricted funds. Contributions to the Smithsonian in FY 1981 approximated \$3,000,000 from corporations and foundations. This figure does not include the contributing membership program, contributions from the members of the James Smithson Society, nor contributions toward the Quadrangle project or other construction and renovation programs.

The Magazine has been one of the most successful public education ventures established by the Institution. Its general acceptance is a tribute to the role it has played in filling a need for style and elegance, as well as lucid reporting on cultural and scientific developments taking place in today's world. The largest portion of the resources for this group of activities is contained within the operations of the Magazine. In FY 1981, the expenses of this trust fund activity were approximately \$33,905,000 and the Institution realized a net surplus of \$8,329,000. The surplus will continue to fund various educational and program operations of the Institution described elsewhere.

A breakdown of FY 1981 estimated income and expenses related to general unrestricted trust fund operations of the Associate Programs follows:

	<u>FY 1981 Full-Time Employment</u>	<u>FY 1981 Unrestricted Funds (\$000s)</u>
INCOME:		
Development Office		\$ -
Resident Associate Program		2,278
National Associate Program		8,598
Magazine		42,234
Total		<u>\$52,910</u>
EXPENSES:		
Development Office	10	\$ 260
Resident Associate Program	40	2,256
National Associate Program	23	8,058
Magazine	78	33,905
Total	<u>151</u>	<u>\$44,479</u>
Net Gain:		<u>\$ 8,431</u>

Future Year Prospectus

Resident Associate Program. Membership, now at 55,000 in metropolitan Washington, with an annual retention rate of over 80 percent, is projected to increase gradually to about 60,000 by fiscal years 1987-88. The Resident Associate Program will continue to implement continuing education and membership activities including courses, seminars, lectures, and tours for adults and young people.

There are some new considerations for the coming year. One-day seminars and special events will receive greater emphasis because of current concerns about energy costs and multiple demands on members' time. Smithsonian classroom space limitations and an increasing number of courses call for locations beyond the Mall area. Original works of art and posters have proved successful and will be commissioned on a more regular basis in the future. Publication of the Associate newsletter, sent monthly to all Resident and Contributing members, is being increasingly automated. In order to determine member interest and

participation, more sophisticated information is being requested from the Smithsonian computer.

For the past four years, the Resident Associate Program has been asked by the National Endowment for the Arts and the National Endowment for the Humanities to serve as one of the three national sponsors of international symposia celebrating the contemporary cultures of Mexico, Japan, Belgium, and Egypt. Because of the programmatic and administrative expertise developed by staff in dealing with such international activities, the Program's Director has been selected as Vice Chairperson for the Netherlands-American Bicentennial celebration in 1982.

The Program has been receiving small grants from federal agencies and private foundations on a regular basis in the past and will continue to seek them to augment and enhance future programming efforts.

National Associate Program. Travel, regional events, selected studies and contributing membership activities will continue as a way for National members to participate in the life of the Institution without regard to their geographical location. It is difficult to project the rate of growth for foreign and domestic study tours since demand for tours is related to members' disposable incomes and expenses, including future energy costs. Currently, demand for the educational tours is strong and this trend is expected to continue through 1983. As in the past, airline cosponsorship will be sought to alleviate the problem of higher air fare for staff traveling in conjunction with the regional events outreach activities. More than 900,000 people will have been invited to experience this popular program in 90 different cities by 1987. Based on current heavy enrollment, the number of National members coming to Washington for the five-day selected studies seminars is expected to increase at a modest rate despite higher transportation costs. The growth will result from the use of Smithsonian facilities located off the Mall and to increased numbers of participants in appropriate seminars. The contributing membership is expected to grow at a most favorable rate. Several successful promotion techniques have been developed which should continue to produce encouraging results.

The Development Office will continue to respond to the various project or acquisition needs of the bureaus while, at the same time, seeking construction funds for the Quadrangle from Asian, Middle Eastern and African nations, as well as from U.S. corporations, foundations and individuals. To meet the fund-raising requirements of the Quadrangle, the office staff has been increased from eight to ten and the nationally known consulting firm of Brakeley, John Price Jones has been engaged.

The cutback in federal support for culture and the arts is resulting in far keener competition across the nation for private support. As a result, future fund-raising initiatives will include implementation of a direct mail campaign to encourage planned giving to the Smithsonian through charitable remainder trusts and, in FY 1982, the preparation of a new development brochure.

With a successful government policy encouraging corporate and individual economic progress, it can be expected that gifts and grants to the Institution will continue to enjoy favorable growth, particularly in the corporate area, over the next five years.

Smithsonian Magazine. Although the Magazine's management is justifiably cautious about the ebb and flow of fashion in publishing, it also expects that the demand for its product will remain strong, with an annual financial surplus estimated at \$5,000,000 to \$6,000,000 over the next few years. It is primarily from these funds that the Board of Regents has been able to budget for the \$2,000,000 to \$2,500,000 program for acquisitions, scholarly studies and educational outreach projects, to fund certain expenses previously met with federal appropriations, and to set aside sums each year for the enhancement of the Institution's endowment. The Magazine will continue to produce a high quality product and to be supported entirely by the trust revenues which it generates. New growth in subscribers is expected to average 50,000 a year from the present level of about 1,900,000. Due to inflationary cost increases associated with production and mailing, subscription rates will increase in late FY 1982 and perhaps in FY 1984-85.

Associates Programs Resource Growth

Unrestricted trust operations for this group of activities are expected to increase from present levels of revenues generated by about \$31,500,000 and expenses are projected to increase about \$31,200,000. The resulting growth over FY 1981 in the net surplus expected to be available for application to various activities and programs of the Institution is about \$300,000. No additional support is projected in restricted trust areas, and only occasional and undetermined amounts from grant and contract activities can be expected.

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 8 (1)

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
ASSOCIATES PROGRAMS														
OFFICE OF MEMBERSHIP & DEVELOPMENT														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	10	260	10	324	10	337	10	357	10	378	10	400	10	424
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE	0	2	0	10	0	12	0	12	0	12	0	12	0	12
-BUREAU ACTIVITY	0	0	0	27	0	30	0	30	0	30	0	30	0	30
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	10	262	10	361	10	379	10	399	10	420	10	442	10	466
SMITHSONIAN MAGAZINE														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	78	33905	80	39157	81	43539	81	46657	81	50898	81	55583	81	60682
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	78	33905	80	39157	81	43539	81	46657	81	50898	81	55583	81	60682
NATIONAL ASSOCIATES PROGRAM														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	23	8058	23	8111	23	8608	25	9561	26	10254	27	11195	29	12066
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	23	8058	23	8111	23	8608	25	9561	26	10254	27	11195	29	12066

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 8 (2)

ASSOCIATES PROGRAMS	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
RESIDENT ASSOCIATES PROGRAM														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	40	2256	40	2318	40	2442	42	2564	44	2692	45	2827	45	2968
-AUXILIARY ACTIVITY														
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	11	0	2	0	2	0	2	0	2	0	2	0	2
-ALL OTHER	0	11	0	40	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	30	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS														
-SUBTOTAL	40	2308	40	2360	40	2444	42	2566	44	2694	45	2829	45	2970
ASSOCIATES PROGRAMS-SUMMARY														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	10	260	10	324	10	337	10	357	10	378	10	400	10	424
-PROGRAM & ADMINISTRATIVE	141	44219	143	49586	144	54589	148	58782	151	63844	153	69605	155	75716
-AUXILIARY ACTIVITY														
UNRESTRICTED SPECIAL PURPOSE	0	2	0	10	0	12	0	12	0	12	0	12	0	12
-BUREAU ACTIVITY	0	11	0	29	0	32	0	32	0	32	0	32	0	32
-ALL OTHER	0	11	0	40	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	30	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS														
-TOTAL	151	44533	153	49989	154	54970	158	59183	161	64266	163	70049	165	76184

BUSINESS MANAGEMENT ACTIVITIES

This section covers plans, anticipated changes, and resource estimates for selected auxiliary activities conducted under the auspices of the Business Management Office. These revenue producing activities include the Museum Shops, Mail Order Division, Concessions, Parking, and the Belmont Conference Center. The revenue producing activities of the Division of Performing Arts, Smithsonian Press, Traveling Exhibition Service, and Exposition Books are separate from the Business Management Office, and are presented in appropriate chapters and tables corresponding to the organization of the Institution and the FY 1983 budget submission to Congress.

The operations described in this section, like the Institution's Associates programs, are an effort to offer the public a diverse range of services, to make the Smithsonian more accessible, and to enhance the educational experiences generated by exhibits and other activities.

Current Resources and Support

In FY 1981, these trust-funded operations had revenues totaling \$19,127,000 and 192 employees. As a group they generated approximately \$2,358,000 in unrestricted net income for the Institution in FY 1981 after cost of sales, payroll, and other operating expenses. Unrestricted income and expenses for FY 1981 are summarized below:

	FY 1981 Full-Time <u>Employment</u>	FY 1981 Unrestricted Funds <u>(\$000s)</u>
INCOME:		
Business Management Office		\$ -
Museum Shops		9,554
Mail Order Division		6,520
Concessions & Food Services		1,758
Parking		924
Belmont		371
Total		<u>\$19,127</u>
EXPENSES:		
Business Management Office	3	\$ 189
Museum Shops	126	8,953
Mail Order Division	39	6,490
Concessions & Food Services	2	323
Parking	15	381
Belmont	7	433
Total	<u>192</u>	<u>\$16,769</u>
Net Gain:		<u>\$ 2,358</u>

Museum Shops. The Smithsonian has provided sales desks since the 1860's, but substantial sales results are a recent development. Centrally managed museum shops are located in the Museum of American History, the Museum of Natural History, the Arts and Industries Building, the Air and Space Museum, the Hirshhorn Museum and Sculpture Garden, the Museum of American Art, the Portrait Gallery, the Renwick Gallery, and the Museum of African Art.

Items offered for sale in the museum shops are selected to meet special requirements. Each item must expand the educational value of an individual's visit, relate to the collections, be appropriate to the museum where sold, and conform to high standards of quality and taste. Catalogues and other publications derived from exhibition themes and subjects, including works by Smithsonian scholars, are important to the museum shops. Other items include reproductions of artifacts, craft products, and educational games and toys for children.

Mail Order Division. Formed in 1975, the mail order division produces three catalogues each year. These catalogues are sent to all Associates and offer special items selected to reflect Smithsonian collections and programs. High standards of quality, taste, and educational value are maintained. Approximately 170,000 catalogue orders are processed annually through the division's receiving and shipping center in Springfield, Virginia.

Concessions. Through concession arrangements, the Institution provides visitors with restaurant facilities and recorded tour rental systems in the major Smithsonian museums. A bookstore and an ice cream parlor are operated by concessionaires in the Museum of American History. Other concessions include the popular carousel and popcorn wagons on the Mall during the spring and summer.

Parking. Parking revenues are generated by the parking garage located under the Air and Space Museum. In March 1982, these funds will be supplemented by fees charged to Associates and the public parking on other Smithsonian lots during weekends.

Belmont Conference Center. The Center, which opened in 1967, is located between Washington and Baltimore and is operated by the Smithsonian to provide a setting for scholarly conferences and related gatherings both for its own activities and for other nonprofit and governmental organizations and institutions. The limited size of this facility has necessitated in years past an operating subsidy of approximately \$50,000 to \$100,000 per year.

Future Year Prospectus

Museum Shops. Sales should continue to grow at a modest rate even though there is little opportunity or room for spatial expansion without affecting museum operations. The recent and dramatic increase in the size of the shops' operations requires strengthening and perfecting existing systems. Installation of a computerized retail system is contemplated.

Mail Order Division. In FY 1981, the division began to show a surplus of income over expenses generated by start-up costs. Some growth is expected but difficult to predict given the vagaries of direct mail marketing. Improvements

in product selection, catalogue production, marketing systems, and automated order processing should continue to have a positive effect in future years.

Concessions. Concession income is expected to grow moderately and in accord with institutional visitation. Better service and additional revenues will result as expiring contracts for concession operations are replaced with internally managed facilities.

Parking. Parking revenues will increase in the next two years because of scheduled rate increases and because of Associates and public weekend paid parking in lots other than the Air and Space Museum. The longer-range outlook is difficult to project given unpredictable energy availability and changing modes of visitor transportation.

Belmont. The Belmont Conference Center will continue to incur a slight loss. A large tract of the Center's land will be sold to the State of Maryland and a suitable buyer is being sought for the house and outbuildings. Discontinuation of this activity is planned by FY 1983.

Business Management Activities Resource Growth

Unrestricted trust operations for this group of activities are expected to increase from present levels of revenues generated by about \$8,700,000 and expenses are projected to increase about \$8,400,000. The resulting growth over FY 1981 in the net surplus expected to be available for application to various activities and programs of the Institution is about \$300,000.

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 9 (1)

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
BUSINESS MANAGEMENT														
BUSINESS MANAGEMENT OFFICE														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	3	189	5	245	5	280	5	290	5	305	5	320	5	335
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	3	189	5	245	5	280	5	290	5	305	5	320	5	335
MUSEUM SHOPS														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	126	8953	126	8894	126	9495	128	11050	130	11500	130	12000	132	12400
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	126	8953	126	8894	126	9495	128	11050	130	11500	130	12000	132	12400
MAIL ORDER DIVISION														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY	39	6490	40	7279	40	7620	40	8400	40	8500	40	8600	40	8700
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	39	6490	40	7279	40	7620	40	8400	40	8500	40	8600	40	8700

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 9 (2)

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
BUSINESS MANAGEMENT														
CONCESSIONS														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	2	191	0	105	0	100	0	100	0	100	0	100	0	100
-AUXILIARY ACTIVITY														
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	2	191	0	105	0	100	0	100	0	100	0	100	0	100
FOOD SERVICE DIVISION														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	0	132	44	2054	44	2205	45	2400	45	2700	46	2900	46	3200
-AUXILIARY ACTIVITY														
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	0	132	44	2054	44	2205	45	2400	45	2700	46	2900	46	3200
PARKING OPERATIONS														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	15	381	15	438	15	500	15	525	15	550	15	575	15	600
-AUXILIARY ACTIVITY														
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	15	381	15	438	15	500	15	525	15	550	15	575	15	600

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 9 (3)

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
BUSINESS MANAGEMENT														
BELMONT CONFERENCE CENTER														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	7	433	7	480	0	0	0	0	0	0	0	0	0	0
-AUXILIARY ACTIVITY														
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-SUBTOTAL	7	433	7	480	0	0	0	0	0	0	0	0	0	0
BUSINESS MANAGEMENT-SUMMARY														
FEDERAL SALARY & EXPENSES	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-PROGRAM & ADMINISTRATIVE	192	16769	237	19495	230	20200	233	22765	235	23655	236	24495	238	25335
-AUXILIARY ACTIVITY														
UNRESTRICTED SPECIAL PURPOSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESTRICTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-TOTAL	192	16769	237	19495	230	20200	233	22765	235	23655	236	24495	238	25335

ADMINISTRATIVE, FINANCIAL, AND OTHER SUPPORT SERVICES

Central administrative, financial, and other support services provide overall planning, policy determination, direction, and leadership to the Institution; management of its resources; and evaluation of its work. These units furnish legal counsel, financial management, public information, and other administrative, professional, and technical services required to support the Smithsonian's programs; to maintain, operate, and protect its physical plant; to perform health and safety services; and to assure that the Institution complies with all appropriate laws and regulations and is fully accountable for its actions.

These units include the central management offices provided by the Offices of the Secretary, Under Secretary, Assistant Secretary for Administration, General Counsel, Treasurer, Coordinator of Public Information including Congressional Liaison, and Director of Facilities Services. They also include the following specialized administrative and technical offices: Accounting and Financial Services, Audits, Computer Services, Contracts, Equal Opportunity, Grants and Risk Management, Investment, Management Analysis, Personnel Administration, Printing and Photographic Services, Programming and Budget, Public Affairs and Special Events, Supply Services, and Travel Services. Support services also consist of three major facilities offices: Design and Construction, Plant Services, and Protection, with primary orientation to the physical plant and its contents and to safety and health services for visitors and staff. To be consistent with the FY 1983 budget submission to Congress, resources associated with the Office of Horticulture and South Group Building Management are included in the tables of this chapter as part of physical plant services. These latter two organizations are supervised by the Assistant Secretary for Museum Programs.

Current Resources and Support

These organization units had FY 1981 resources totaling \$51,107,000 and 1,409 full-time employees. Of this total, approximately \$44,200,000 and 1,236 full-time employees are provided from appropriated funds and \$6,900,000 and 173 employees are allocated within the Institution's nonappropriated trust fund budget. A breakdown of resources (before application of overhead recovery) follows:

Subgroups	FY 1981			
	Federal S&E		Trust Funds	
	Full-Time Employment	Funds (\$000s)	Full-Time Employment	Funds (\$000s)
Central Management Offices	41	\$ 1,462	22	\$1,627
Specialized Administrative and Technical Offices	216	7,256	138	4,261
Facilities Offices	979	35,512	15	989
Totals	1,236	\$44,230	173	\$6,877

Unrestricted trust funds are allotted to the management and support units to achieve an appropriate balance of federal appropriation and trust fund support in these units, since they serve the entire Institution. Primarily, these funds are used for personnel who perform assignments similar to those of staff paid from appropriated funds. Several support units administer unrestricted trust funds for more specialized purposes. The Office of Printing and Photographic Services receives income from the sale of photographic materials to the public. The computer center of the Office of Computer Services and the audiovisual unit of the Office of Plant Services operate on a cost recovery basis by charging users for the services provided.

Future Year Prospectus

Major emphases of the central management offices will be the realization of the Quadrangle project; the strengthening of the Institution's equal opportunity and affirmative action programs; and the supervision of the administrative and support functions to assure their responsiveness to the needs of the research, collections management, and public education functions. Continued strong attention will be given to legal oversight of and counseling on the Smithsonian's programs and to continued improvement of financial management, accounting, monitoring, and reporting systems. Information about the Smithsonian will be provided to the public in informative and interesting ways and the Office of Management and Budget and Congress will be kept informed of institutional programs and progress. Programs for building repairs, improvements and security and to employee and visitor health and safety will be sustained. No major changes to the resource levels of the central management offices are projected for the period of FY 1983-1987. These resources, consisting in FY 1981 of \$3,089,000 and 63 positions in the appropriated and non-appropriated funds budgets, are projected to increase to \$4,126,000 and 66 positions by FY 1987, a growth of \$1,037,000 and 3 positions. The anticipated higher expenditures are almost entirely attributable to higher costs of personnel and inflation in other costs of operations.

The specialized administrative and technical offices' resources in FY 1981 totaled \$11,517,000 and 354 positions, including both appropriated and nonappropriated funds. An additional \$4,578,000 and 20 positions are projected over the planning period which, if realized, would result in total resources of \$16,035,000 and 374 positions. While much of the dollar growth is associated with inflation in personnel and other costs, some program growth is forecast, particularly in accounting, personnel, photographic, and computer services.

Efforts will continue to improve and strengthen financial administration in the Institution. A new payroll/personnel system will integrate data from several areas of administration to improve financial, personnel, equal opportunity and affirmative action activities. Procurement and accounts payable functions will be integrated to give better service to vendors, improve cash management, and provide better data to Smithsonian units. Computer systems used presently to project civil service personnel costs, to develop trust fund budgets, and to formulate five-year planning data will be extended to include the monitoring and projection of trust fund personnel costs. Word processing equipment will assist in the entire budget process and in various budgetary presentations. Investment management, oversight of the auxiliary activities,

risk management, and grant and contract administration will all receive high priority attention. The internal audit programs will continue with the objective of achieving a five-year audit cycle.

Major personnel management objectives are guided largely by the requirements of the Civil Service Reform Act of 1978 for civil service employees, by comparable policies and procedures for trust employees, and by equal opportunity and affirmative action programs applicable to all employees and applicants. Performance appraisal, merit pay, and incentive award systems will be monitored and improved as necessary. Policy and procedural materials will be developed to complete the civil service and trust employee handbooks. Equal opportunity and affirmative action efforts will stress recruitment of qualified women and minority persons, upward mobility of Smithsonian employees, and cooperative programs of training and internship. Employment opportunities and program accessibility for handicapped persons will be emphasized. Benefits programs for trust employees are being reviewed for possible changes. Pay and classification reform legislation, if enacted, will be implemented. New labor-management contracts will be negotiated and implemented.

Plans for photographic services through FY 1987 call for a continuation of increased support for collections management, exhibitions, research, and publications. Routine processing services will be contracted whenever possible to save staff resources for assignment to special work. In support of collections management, photodocumentation of the collections will be stepped up to coincide with the inventory process, particularly in collections of high intrinsic value. Improvements to color printing capability are planned. Other basic objectives include expanding photographic assistance to researchers, including field photography; developing the negative catalogue and retrieval system; and eliminating hazardous nitrate negatives from photographic collections throughout the Institution.

Projections of needs for computer support over the next five years indicate a strong and growing demand for automatic data processing. All areas of institutional operation now receive such assistance but have stated the need for additional support for greater efficiency and effectiveness. Approximately 125 researchers now use mathematical and statistical programs, many of them taking advantage of interactive processing, for assistance in biological, geological, and zoological research. Growing amounts of collections based information are now in computer storage available to answer questions from staff, students, and visiting researchers; to process loans of objects; and to meet inventory and security requirements. The next several years will show great expansion in this area as the demand for information from computer files grows. Administrative applications include those in accounting, payroll, procurement, personnel, equal opportunity, library services, materials inventory, maintenance scheduling and reporting, and building security. The auxiliary activities use automatic data processing extensively for inventory control, sales, subscriptions, registration, tour scheduling, and other essential information to help assure good public services. Major concentrations of effort during the planning period will be in the administrative areas with emphases on payroll, personnel, and equal opportunity data requirements, in the collections inventory area and in the business management area. Restructuring of the Institution's computer services function is in the planning stage to assure that requirements for

information processing are identified fully and assessed as to the need and priority and that actions taken to meet requirements are integrated, cost effective and employ the most appropriate methodologies and technologies. To the extent possible, a growing backlog of systems analysis and programming work will be met by using short-term employment and contractual services.

Important activities also will take place in the other specialized administrative and technical offices. A revised directives system will be developed and implemented by the Management Analysis Office, the Institution's inventory of forms will be completed and catalogued for easy reference, and more assistance will be given in the form of management studies required by bureaus and offices. The preparation of procurement documents, the transmission of procurement data to Accounting, and the reporting of many types of information required by law and regulation will be greatly enhanced by word processing equipment now installed in the Office of Supply Services. Program offices and other units having delegated procurement authority will be assisted and monitored. Continued improvements to the Institution's property inventory and control system will be made. Travel arrangements will continue to be made in an efficient and effective manner.

The facilities offices' resources, totaling \$36,501,000 and 992 positions in FY 1981 will grow to \$58,314,000 and 1,203 positions by FY 1987. Most of this growth is attributable to rising utility costs and to staffing and equipment resources needed to strengthen the security function. Resources for the operation, maintenance and protection of the Museum Support Center also will be required by the facilities offices; these needs are reflected in tables included in the Special Programs Section.

The Design and Construction staff, which provides professional architectural, engineering and related administrative services, will increase attention to the development of long-range maintenance, repair and improvement programs for all the Institution's facilities. The planning, estimating, and budgeting function has assumed greater importance as increasing resources have been devoted to the Construction and Restoration and Renovation of Building accounts. The growth in workload reflects the Institution's priority of adequate maintenance for an aging physical plant, of upgrading fire protection systems, of building modifications to improve access for the disabled and to correct unsafe conditions, and of energy conservation. Increased use of contractual architectural/engineering services and automated equipment has held down the need for new positions, although some additional professional staff will be required within the next five years.

The Institution's utility costs for current buildings and programs continues to be a primary additional resource requirement of the Plant Services function. Utility costs are expected to be about \$13,000,000 in FY 1982, \$15,000,000 in FY 1983 and around \$22,000,000 by FY 1987 (excluding the Museum Support Center). This increase is largely attributable to rate increases. Proper maintenance and operation of utility distribution equipment and installation of computerized power management have reduced the effect of these rate increases, as well as the Institution's energy management program and modification to exhibit and office lighting systems. Additionally, substantial resources will be provided from the Restoration and Renovation of Buildings account to

renovate heating, ventilating and air conditioning systems to achieve greater energy efficiency.

Significant additional staff and related financial resources for Plant Services will be required for the Museum Support Center. About 22 new employees are forecasted to operate the building's heating, ventilating and air conditioning systems and to provide maintenance, repair and transportation services. This staff and operating equipment and supplies will cost about \$548,000. Full-year costs for utilities (telephone, postage, electricity, steam and gas) are expected to be about \$800,000 in FY 1983, and about \$1,200,000 by FY 1987.

A special budget request for Protection Services has been assembled for FY 1983. This request is about \$1,600,000 and will be used for additional security equipment. This is the first increment of a three-year budget plan to address current manpower shortages and cover one-time equipment purchases for a total funding requirement of over \$4,500,000. Also during the planning period, efforts will continue to phase out leased/contract electronic surveillance and to acquire an Institution-owned and operated system. This effort will be funded mostly from the Restoration and Renovation account and other base resources, and will require up to ten years for completion. In addition, funds are being sought in FY 1983 to contract some operational costs of the Museum Support Center.

Administrative, Financial, and Other Support Services Resource Growth

Resources devoted to all areas of Administrative, Financial and Other Support Services may approach \$78,500,000 by FY 1987, rising from FY 1981 levels of about \$51,100,000. Much of the federal increase will be associated with operating costs of the Museum Support Center, utilities, and physical plant maintenance and protection. Lesser appropriated amounts are required for a variety of support and logistical services, principally in accounting, personnel, data processing, design and engineering, and photographic services. Also incorporated into the projections are early estimates of plant operations and security functions for the Quadrangle, amounting to some \$3,400,000 and 80 positions by FY 1987. Trust fund support may increase from the FY 1981 level of approximately \$6,900,000 to about \$9,900,000 for the specialized, technical, and other functions associated with administering the activities of the Institution. Funding increases shown do not include amounts for inflationary cost increases or legislated pay raises provided to civil service employees. Trust projections, however, include anticipated increases in salaries and benefits.

SMITHSONIAN INSTITUTION
APPLICATION OF OPERATING FUNDS
FY 1981 AND PROJECTED THROUGH FY 1987

TABLE 10 (1)

	FY 1981		FY 1982		FY 1983		FY 1984		FY 1985		FY 1986		FY 1987	
	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)	FT EMPL	\$ (000)
ADMIN, FIN'L & OTHER SUPPORT SVCS														
CENTRAL MANAGEMENT OFFICES--SUMMARY														
FEDERAL SALARY & EXPENSES	41	1462	41	1535	41	1727	42	1842	42	1847	43	1885	43	1896
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	21	1384	22	1498	23	1694	23	1804	23	1890	23	1980	23	2076
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	1	53	1	149	0	127	0	124	0	126	0	128	0	130
RESTRICTED	0	190	0	78	0	108	0	74	0	75	0	76	0	77
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-TOTAL	63	3089	64	3260	64	3656	65	3844	65	3938	66	4069	66	4179
SPECIALIZED ADMIN & TECH OFFICES--SUMMARY														
FEDERAL SALARY & EXPENSES	216	7256	222	7588	222	8359	229	9490	231	9729	233	9808	235	9952
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	135	3981	135	4307	135	4728	135	4989	135	5271	135	5568	135	5883
-AUXILIARY ACTIVITY	3	148	3	114	3	125	4	161	4	172	4	184	4	196
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-ALL OTHER	0	43	0	3	0	3	0	3	0	3	0	3	0	3
RESTRICTED	0	3	0	1	0	2	0	1	0	1	0	1	0	1
FEDERAL GRANTS & CONTRACTS	0	86	0	0	0	0	0	0	0	0	0	0	0	0
-TOTAL	354	11517	360	12013	360	13217	368	14644	370	15176	372	15564	374	16035
FACILITIES OFFICES--SUMMARY														
FEDERAL SALARY & EXPENSES	979	35512	1004	37452	1004	43511	1085	47931	1127	49828	1178	53230	1190	556805
UNRESTRICTED GENERAL														
-PROGRAM & ADMINISTRATIVE	12	1014	12	1075	12	1191	12	1260	12	1333	12	1412	12	1493
-AUXILIARY ACTIVITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNRESTRICTED SPECIAL PURPOSE														
-BUREAU ACTIVITY	0	0	0	1	0	1	0	0	0	0	0	0	0	0
-ALL OTHER	1	-48	1	16	1	14	1	15	1	15	1	15	1	15
RESTRICTED	0	23	0	4	0	4	0	1	0	1	0	1	0	1
FEDERAL GRANTS & CONTRACTS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-TOTAL	992	36501	1017	38548	1017	44721	1098	49207	1140	51177	1191	54658	1203	58314

TABLE 10 (2)

*LESS SI OVERHEAD RECOVERY
-PROGRAM & ADMINISTRATIVE

FACILITIES PLANNING, CONSTRUCTION, RESTORATION AND RENOVATION

The Smithsonian's responsibility for its museum buildings and other facilities requires a continuing program of repairs and maintenance (some of which is accomplished by staff with funds provided in operating budgets), renovations and restorations, and new construction. The objectives of this program are to provide appropriate, safe, and accessible facilities for research, education, and care of collections. Federal appropriations are the primary source of funds for this work, but, starting with the funding of the original Smithsonian Institution Building, other sources of funds have at various times become available for particular projects.

Beginning in the mid-1970s, the Smithsonian established improvement of its facilities and their operation as one of its highest priorities. This decision to emphasize building repairs and improvements through the budget process reflected the Institution's great concern for the condition of its buildings, many of which date back to the turn of the century, as well as the realization that many more millions of dollars were required each year for this purpose.

Considerable progress has been made in determining the extent to which additional facility support is required. A number of critical projects have been completed and a number of other major projects have been started. These projects include periodic work such as roof replacement, terrace waterproofing, replacing heating and air conditioning equipment, fire detection and suppression improvements, etc. These and other repair and improvement requirements are currently estimated to cost about \$56,000,000 from FY 1983 through FY 1987.

In addition to safety and proper operation of existing buildings, the Smithsonian has in recent years required development of major new facility resources for collections management and replacement and upgrading of deteriorated and inadequate facilities at research field stations at Edgewater, Maryland; Mt. Hopkins, Arizona; in Panama; at the Zoological Park in Rock Creek and the Zoological Conservation Center at Front Royal, Virginia; and at the Anacostia Neighborhood Museum in Washington.

Redevelopment of the Zoological Park began in 1970 and steadily accelerated to a point where now only one major exhibition project and several improvement projects remain. About \$36,650,000 of work has been accomplished and about \$27,000,000 of work remains. At the Conservation and Research Center at Front Royal, a facility master plan has been adopted which provides a renovation and redevelopment program, much of which can be accomplished in the next five years at an estimated cost of about \$7,500,000.

Construction of the Museum Support Center began in February 1981 and is expected to be completed in late 1982. This major collection storage, conservation and research center located on a one-hundred-acre tract in Prince George's County will be a focus for collection management and conservation training for future generations.

The Smithsonian's five-year construction, repair and improvement program which follows is highlighted by an exciting proposal to develop on the Mall new buildings for Eastern and African art. In addition, programs are outlined for the Astrophysical Observatory at Mt. Hopkins, the Chesapeake Bay Center, and the Anacostia Neighborhood Museum.

Construction, Renovation and Restoration Summary
FY 1983-1987

(\$000s)

(Appropriated and Nonappropriated)

Quadrangle	\$ 72,540
Zoo (Rock Creek & Front Royal)	42,765
Restoration & Renovation	56,309
Other Construction	<u>3,250</u>
	\$179,864

Construction

Museum Support Center

P.L. 95-569, approved by the President on November 2, 1978, provided the Regents of the Smithsonian Institution with authority to construct museum support facilities. Amounts of \$325,000 in FY 1978 and \$575,000 in FY 1979 were appropriated for planning and design. Construction funds in the amount of \$20,600,000 were included in the Institution's FY 1980 appropriation, and an additional \$5,000,000 was included in the FY 1981 appropriation for this purpose, as well as \$2,500,000 of Institution nonappropriated trust funds. Total funds available for the project are \$29,000,000. Construction of the building is being supervised by the General Services Administration.

The Museum Support Center will provide approximately 251,000 square feet of usable space. The collections component will be a four-part, one-story building with an approximate ceiling height of twenty-five feet and 146,000 square feet of space for storage and management of collections, mostly for the Museum of Natural History. The Center will also provide about 105,000 usable square feet of space for research and study of the collections to be housed there. Some laboratory, office, and storage space will be used by the Smithsonian Oceanographic Sorting Center to place it in a more appropriate location adjacent to related program elements of the Museum of Natural History. Also, the Conservation component of the Center will include a collections receiving and fumigation unit, a conservation information referral center, space for the treatment of objects and research on conservation techniques, and a major facility for training staff and visiting interns in

theoretical and practical conservation skills. In addition, building facilities for shipping and receiving, packing and crating, registration, library, photography and distribution will be incorporated into the Center. Coordination of these activities will provide the Institution with a well-planned facility that will assure greater safety for objects in movement and storage.

It is expected, presently, that construction will be completed in late 1982. Details on Museum Support Center operating budget requirements, equipment costs, etc., including the establishment of a conservation training program, are included in the Special Programs, Museum Programs, and Administration sections of this plan.

Quadrangle Development

Legislation, P.L. 96-36, that authorized planning for development of the Quadrangle was enacted and signed by the President on July 20, 1979. Development of the Quadrangle, an area of approximately 4.2 acres bounded by the Smithsonian Building, the Arts & Industries Building, the Freer Gallery of Art, and Independence Avenue, is chiefly to enhance Eastern and African art for scholarly and public benefit. Estimated to cost about \$75,000,000, the Quadrangle project represents a special partnership between government and private sponsors.

The Freer Gallery of Art possesses one of the world's great collections of the art of China, Japan, and other cultures of the Middle East and South and East Asia. Part of the Smithsonian since 1906, the Freer Gallery will become the nucleus of a larger center for Eastern art. The new center will ensure regular displays drawn from rich holdings of Eastern art in private and public collections in the United States, and will also enable the Smithsonian to serve as host for special exhibitions sponsored by the governments of Eastern nations. In keeping with the tradition of scholarly excellence at the Freer, another principal activity of the new center will be research related to the cultures and artifacts encompassed by its collections. The Quadrangle project will provide greatly expanded facilities for individual research, and the center will offer a wide range of educational services to the public. Since its creation in 1951, the Freer Gallery's conservation laboratory has been one of the outstanding centers in the world for technical research related to the materials and methods of ancient craftsmen. In addition, specialists in the Freer's art studio are engaged in the practical aspects of cleaning, repairing, restoring, and remounting painted scrolls and screens. Unique for almost half a century in the West, this studio at the Freer is matched even now by only two other institutions outside of Asia. With the considerable amount of sensitive and specialized equipment already in place, and with the additional space and improved work areas to be provided by the Quadrangle project, the art studio and the conservation laboratory will be able to attend to new collections, as well as accommodate the growing number of qualified conservators who come to the Freer seeking advanced training and experience.

Recognizing the compelling need for a national museum devoted to the art and culture of Africa, the Congress of the United States in 1978 provided the means for the Smithsonian Institution to receive permanent custody of the Museum of African Art. Established some fifteen years ago, this young museum

has achieved international stature and is currently housed in a group of quaint, but inadequate, converted private residences on Capitol Hill. The legislative history of P.L. 95-414 suggested that new, more suitable quarters be created. The Smithsonian proposed to accomplish this in the Quadrangle, in proximity to the Institution's other national museums.

The Museum of African Art's collection of sculpture, utilitarian objects, musical instruments, textiles, and jewelry is regarded as one of the most important in the United States. It is expected that gifts and bequests of artifacts of quality and significance will be a direct result of acquiring a new building on the Mall. Whereas the Museum has, in the past, concentrated its collecting and programs on the peoples of central and western Africa, it will be possible in the Quadrangle to increase the number of exhibitions dealing with other areas of the great continent, notably northern and eastern Africa, including Egypt. The Museum's education program is extensive and vigorous, including activities led by African and American staff members for elementary and secondary school children, continuing education groups, and undergraduate and graduate courses in cooperation with Washington-area universities. The Museum's staff also conducts research concerning the provenance, function and authenticity of the objects in the collection.

The Museum of African Art must, in fact, move from its present quarters in order to protect its collections more securely and make them more accessible to both the public and visiting scholars, to expand its exhibition area, and to provide safe and adequate space for staff and persons attending educational programs.

To enhance the Quadrangle setting, the Smithsonian design concept created by the internationally known architect Junzo Yoshimura provides two small above-ground entrance pavilions in the area along Independence Avenue. Delicate in proportion, these pavilions provide a dignified monumental architectural style appropriate to the Mall and national museums. Another building element, located entirely beneath the Quadrangle, will provide additional exhibition and museum quarters for the museums of Eastern and African art, quarters for the Associate Programs, a central educational facility of classrooms and workshops, a center for international programs, and space for the Traveling Exhibition Service. The entire above-ground area will be landscaped attractively to create a quiet enclave for public enjoyment.

The architectural firm of Shepley, Bulfinch, Richardson, and Abbott was selected in February 1980 to continue detailed planning and design. The firm presented preliminary site and building plans to the Commission of Fine Arts on December 15, 1981 and received approval. These same design plans were also presented to the National Capital Planning Commission on November 5, 1981, and were approved. All requirements of the National Environmental Policy Act and the National Historic Preservation Act have been completed.

Federal planning funds appropriated in the amount of \$960,000 for FY 1982 will enable the Institution to prepare construction working drawings, specifications, contract documents and final estimates of construction cost. As of July 1981, about \$1,500,000 of nonappropriated funds has been committed for planning and design purposes. The Institution remains committed to the concept of partnership between federal and private sources and will seek in FY 1983 a

construction appropriation of \$36,500,000. A bill authorizing construction will be introduced in Congress in January 1982. A construction contract is planned to be awarded by late fall 1982, and the project could be completed by 1985.

It is tentatively estimated that the proposed Quadrangle facilities will necessitate the following program and operating increases over and above support available prior to construction. These projections are included elsewhere in this Prospectus and represent only very preliminary estimates. More precise estimates are expected to be available by mid-spring 1982.

The Freer Gallery/Eastern Art and the Museum of African Art expect to need additionally about \$2,100,000, including around 20 new positions, for support of programs increased by the Quadrangle project buildings. Most of these new resources will be concentrated in exhibition, education, and conservation efforts. Building operations may amount to about \$3,400,000 for services, maintenance, repairs, protection, and utilities, including approximately 80 new positions to support 24-hour, seven-day-a-week activities.

This preliminary estimate of \$5,500,000 for program and building requirements does not include one-time expenses associated with initial occupancy and opening of these buildings to the public. These items, including moving costs, operating equipment, exhibit furnishings and initial installations, supplies and materials, and other needs, are also being developed.

Zoological Park and Front Royal Conservation Center

The original 1973 Zoo Master Plan included forty-one projects at Rock Creek costing an estimated \$118,000,000. Since then, the program has been scaled down to thirty projects and approximately \$71,500,000 at the Zoo in Rock Creek and approximately \$14,000,000 of work at the Conservation Center. This savings is due largely to the acquisition of the Front Royal site in 1975, which permitted a reevaluation of the Rock Creek development plan, eliminating many costly and space-consuming projects necessary for breeding and research. The revised plan recognizes that many animals can be provided for at Front Royal at less expense than at Rock Creek. Projects that can more effectively be conducted at Front Royal will continue to be sited there and include nearly all major hoofstock breeding requirements, back-up housing for small primates and numbers of other small mammals, bird incubation and breeder functions, as well as holding facilities for long-term breeding programs.

Central Area Redevelopment. Construction of the new Ape House and renovation of the Reptile House, including a new nocturnal exhibit in the basement, are complete; and renovation of the Small Mammal House is almost complete with a public opening expected in the fall of 1982 (these projects total about \$4,300,000, appropriated in FY 1980). Construction of Monkey Island (FY 1981 appropriation of \$1,840,000) has started and will require about one and a half years for completion. Except for minor projects, redevelopment of the central exhibit area is complete.

(\$000s)

NATIONAL ZOOLOGICAL PARK REDEVELOPMENT
AND
FRONT ROYAL CONSERVATION CENTER IMPROVEMENTS
FY 1981-1987

	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>Totals</u>
<u>Rock Creek Master Plan 1/</u>								
General Services & Parking Garage 2/							750	750
Central Area Exhibits	1,840							1,840
Aquatic Habitats					1,000	16,000		17,000
Health & Research (Holt House)					400		3,900	4,300
Entranceway & Olmsted								
Walk Exhibits			350		4,000			4,350
Subtotals	<u>1,840</u>	<u>-</u>	<u>350</u>	<u>-</u>	<u>5,400</u>	<u>16,000</u>	<u>4,650</u>	<u>28,240</u>
Rock Creek Repairs & Improvements	450	500	1,000	1,000	1,000	1,000	1,000 3/	5,950
Front Royal Repairs & Improvements	1,000	604	200	2,750	2,100	1,175	700 3/	8,529
Grand Totals	3,290	1,104	1,550	3,750	8,500	18,175	6,350	42,719

FOOTNOTES:

- 1/ Over one-half of the approved Master Plan for redevelopment of the National Zoological Park has been completed. Through fiscal year 1981 about \$36,650,000 will have been appropriated for this purpose, and approximately \$27,000,000 of work is scheduled for the period FY 1983-1987.
- 2/ Construction of the parking garage is planned for FY 1988 and is estimated to cost about \$8,500,000 (1979 dollars). Rock Creek parking revenue, currently totaling approximately \$1,200,000, is expected to contribute about \$3,400,000 towards construction cost of this project.
- 3/ In subsequent years, repairs and maintenance are anticipated to require \$1,000,000 at Rock Creek and \$600,000 at the Conservation Center annually.

Aquatic Habitats. The Aquatic Habitats project, including provision for a national aquarium, planned earlier for FY 1982-83, has been rescheduled for FY 1985-86. This change allows more time for planning a very complex water project and better accommodates in the Institution's budget an estimated design and construction cost of approximately \$17,500,000. This exhibit includes six projects combined in location for purposes of common water-system support. It will include major exhibits for the manatee, platypus, sea otters, coral reef, tidal basin, and related environments. The cluster will be located at the south end of the Park along Rock Creek, and will be an extension to the series of aquatic exhibits now being completed for beavers, river otters, seals, sea lions, and polar bears. This will be a unique education and exhibit facility. Plans and specifications are to be completed in FY 1985 and construction funds will be requested in FY 1986.

Holt House and Olmsted Walk. Realignment of Olmsted Walk and preparation of a number of very small exhibits along the walk are planned to be designed in FY 1983 (\$350,000) and constructed in FY 1985 (\$4,000,000). Renovation of Holt House as part of an improved research facility is planned to be designed in FY 1985 (\$400,000) and constructed in FY 1987 (\$3,900,000).

General Services and Parking Facility. Additional savings are anticipated by reducing the scope of the second-phase construction of the General Services and Parking Facility; \$750,000 will be sought for design and cost estimate purposes in FY 1987. The present estimate for construction of this facility is approximately \$8,500,000 (1979 dollars). This estimate will be updated and construction funds will be sought in FY 1988. The Institution plans to offset some construction expenses by using parking revenues being held in trust to help meet this need and which currently amount to approximately \$1,200,000. By FY 1988, it is expected that about \$3,400,000 will be available for this purpose.

Rock Creek Repairs and Renovations. In addition to the Master Plan, the Zoological Park is responsible for a continuing program of major maintenance and repair for its sixty separate facilities and extensive network of paths, roadways and landscaped areas. About \$1,000,000 will be required annually for structural, mechanical, electrical, and plumbing repairs and renovations, as well as animal support and housing requirements, and grounds, roadways, and major utility repairs and improvements.

Conservation Center Repairs and Improvements. Since acquiring the Front Royal site in 1975, the Zoo has been engaged in a program designed to occupy and hold the land including some emergency repairs. The Institution has retained serviceable structures for use where there is clear need, and is demolishing deteriorated and unusable structures. Most of the animal containment fencing is in place for major paddocks and for the overall site, and most of the initial repairs to essential utilities and buildings have been completed. Total repair and improvement costs spanning FY 1983-1987 for the Conservation Center are estimated to be approximately \$7,500,000. In FY 1982, \$650,000 is expected to permit the Conservation Center to advance in coordination with Rock Creek construction. Projects include additional small mammal facilities and design of bird quarantine and primate quarters.

Restoration, Renovation and Other Construction

The Restoration and Renovation of Buildings (R&R) account is used to fund building repairs, alterations and improvements, as well as the construction of additions to existing facilities and minor new facilities. Substantial annual funding is required in order to assure the maintenance and preservation of the Institution's buildings, to provide a safe environment for visitors, staff and collections, and to meet program objectives.

The Institution's buildings and other facilities (other than the Zoo) consist of twelve museum and gallery buildings in Washington, D.C. and New York City housing research and collections management activities and a wide range of exhibitions in the fields of science, history, technology, and art. Also included are the Radiation Biology Laboratory in Rockville, Maryland; the preservation, storage, and air and spacecraft display facility at Suitland, Maryland (also the site of the Museum Support Center); a conference center near Elkridge, Maryland; centers for biological research, conservation, and education in Panama and on the Chesapeake Bay, near Annapolis, Maryland; an oceanographic research station at Fort Pierce, Florida; a center for astrophysics in Cambridge, Massachusetts, and an observatory on Mt. Hopkins, near Tucson, Arizona; and a number of administrative, storage, reference, distribution, and other supportive facilities primarily in leased space.

The FY 1982 R&R appropriation of \$7,680,000 reflects the Institution's commitment to acquiring and sustaining a level of funding consistent with the size, diversity, and age of Smithsonian facilities and known work requirements. The following major projects are planned for FY 1982: continuation of roof and facade repairs at the Arts and Industries Building (\$1,180,000); continuation of facade repairs at the Renwick Gallery (\$750,000); continued implementation of the fire protection master plans for the Natural History Building (\$300,000) and the American History Building (\$250,000); continued removal of asbestos insulation located in several Smithsonian buildings (\$250,000); the second phase of renovating the heating, ventilating, and air conditioning (HVAC) system for the Freer Gallery (\$380,000); continued design and construction on HVAC and energy conservation projects for the American Art/Portrait Gallery Building (\$200,000), the Arts and Industries Building (\$200,000), the American History Building (\$430,000), and the Natural History Building (\$375,000); and continued safety improvements for the access road at the Mt. Hopkins Observatory (\$500,000).

General Repairs and Improvements. Funds requested in this category support projects that do not lend themselves to discrete categorization, as well as minor emergency repairs, such as equipment failures or structural defects that cannot be anticipated and that arise from heavy use, extreme weather conditions, or other circumstances. Examples of projects in this category are interior repairs to floors, ceilings, partitions, doors and building hardware; space renovations which would create additional or more effective space for program activities; renovations of exhibition and other public space; repairs to roads and walkways; elevator and escalator repairs; and lighting improvements.

(\$000s)

Restoration, Renovation and Other Construction

	<u>Fiscal Years</u>					<u>Totals</u>	
	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>FY 1983-1987</u>
<u>Restoration & Renovation</u>							
General Repairs & Improvements	685	300	1,070	1,295	1,360	1,280	5,305
Facade, Roof and Terrace Repairs	2,235	3,300	5,640	5,575	4,160	4,100	22,775
Fire Detection & Suppression	720	1,205	1,205	1,230	1,055	1,055	5,750
Access for Disabled, Safety and Security and Correction of Hazardous Conditions	1,180	665	1,200	1,340	1,299	1,655	6,159
Utility System Repairs & Improvements	2,310	2,380	2,890	2,160	2,170	1,740	11,340
Other Projects 1/	<u>550</u>	<u>600</u>	<u>550</u>	<u>1,150</u>	<u>1,180</u>	<u>1,500</u>	<u>4,980</u>
Subtotal	7,680 2/	8,450	12,555	12,750	11,224	11,330	56,309
<u>Other Construction</u>							
Chesapeake Bay Center 3/			400	4,000			4,400
Anacostia Neighborhood Museum 3/			<u>350</u>	<u>3,500</u>			<u>3,850</u>
Subtotal	--	--	750	7,500	--	--	8,250
Grand Total	7,680	8,450	13,305	20,250	11,224	11,330	64,559

1/ Primarily work at the Mt. Hopkins Observatory, the Chesapeake Bay Center, and the Tropical Research Institute.

2/ The original FY 1982 request of \$8,500,000 was reduced as a result of the President's revised budget plans.

3/ It is anticipated that authorization will be sought and funding will be requested as a construction line item.

A total requirement of approximately \$5,305,000 is anticipated for this planning period.

Facade, Roof and Terrace Repairs. Maintaining the integrity of the exteriors of all Smithsonian buildings is critical to preventing major structural damage and deterioration due to age and weathering, and to ensuring a safe environment for visitors, staff, and collections. Energy conservation also demands water- and weathertight exteriors. Work in this category includes a variety of major projects, such as roof replacement, repointing and recaulking facades, exterior painting, and window repairs. Requirements that fall under this category of repairs have become apparent in some of the Institution's newest buildings as well, and must be corrected. In addition to major projects, a scheduled program of maintenance and upgrading to protect building exteriors must be performed annually.

Planning and design for remaining exterior work at the Arts and Industries Building were completed in FY 1981. Major requirements include completion of the roof replacement, repointing of the masonry facade, extensive window repairs, and replacement of gutters and downspouts. During FY 1982, construction will focus on roof replacement and facade and window repairs to the building's northeast quadrant; \$750,000 is included in the FY 1982 budget request for this purpose. An amount of \$2,000,000 is included in the FY 1983 request, and substantial resources will be required to sustain progress on this project throughout the planning period.

During FY 1981, detailed drawings and specifications for the Renwick Gallery facade renovation were completed. The Commission of Fine Arts and the Joint Committee on Landmarks for the District of Columbia approved the use of precast concrete in lieu of natural stone. In FY 1982, the first major construction phases will begin using funds appropriated in FY 1981 (\$1,000,000) and in FY 1982 (\$750,000). This work will include the production of latex molds, plaster models, and actual casting molds, as well as the production of the actual precast units. Replacement of existing sandstone is scheduled to begin in FY 1983. An estimated \$3,200,000 will be required between FY 1983 and 1985 to complete this project.

The facade, roof, and terrace of the Air and Space Museum require a variety of repairs and improvements in order to eliminate water leaks and moisture problems that have developed since the building was completed in 1975. In FY 1981, a study was initiated to determine the best means of correcting these deficiencies. The first construction phase is expected to begin in FY 1982 with funds appropriated in FY 1981. An amount of \$200,000 is included in the FY 1983 budget request for window, wall and skylight repairs, and additional funding will be requested in future year budgets to continue this project.

Additional projects scheduled during the planning period include completion of the present facade recaulking project at the American History Building and later replacing its roof, repointing of the Natural History Building facade, repair of the Cooper-Hewitt's Miller House facade, design for resurfacing of the Hirshhorn Museum plaza, and window repairs and replacements at the Renwick Gallery and the Natural History and Smithsonian Buildings. A total requirement of approximately \$22,775,000 is anticipated for this planning period.

Fire Detection and Suppression Systems. The Institution is continuing to develop and implement plans for upgrading fire protection systems in all buildings in order to provide a level of safety consistent with today's standards and technology. Work in this category includes such items as the installation of heat and smoke detection systems, sprinkler and chemical suppression systems, and fire doors and walls. Improved systems are installed as exhibitions are changed, and fire retardant materials are used wherever possible.

The implementation of comprehensive fire protection master plans is in progress at both the Museum of Natural History and the Museum of American History. Construction includes the installation of upgraded sprinkler systems, new detection systems, fire pumps, generators and control panels, and architectural modifications to create more efficient fire zones. A total requirement of approximately \$5,750,000 is anticipated for this planning period, of which about \$3,800,000 will be required for the Museums of Natural History and American History. Other major fire protection projects planned for the next five years include the installation of additional smoke detectors in the Smithsonian Institution Building, the installation of a sprinkler system at the Freer Gallery, the implementation of a fire protection system for Barro Colorado Island in Panama, and upgrading of smoke detectors and sprinklers in the Arts and Industries Building.

Utility Systems Repairs and Improvements. Upgrading the heating, ventilating and air conditioning (HVAC) equipment and controls in Smithsonian facilities will contribute, more than any other factor, to the reduction of energy consumption. The HVAC systems in most buildings were designed with neither the goals of current energy standards nor the advantages of technologies that are now available. Major improvements are required, as well as minor maintenance and repairs, to achieve energy efficiency, to ensure reliability of existing systems, and to maintain environmental conditions necessary for the protection of the collection. Equipment requiring upgrading or replacement includes such items as air handlers, chillers, pumps, coils, fans, compressors, cooling towers, electronic controls and exhaust and filtration systems. This category of work also includes associated electrical and plumbing repairs and improvements.

In FY 1983, the last construction phase for the Freer Gallery HVAC renovation project is planned for completion (\$500,000). Based on the results of current and future study and design efforts, major HVAC renovation projects and energy conservation improvements are planned for the next five years at the Natural History, American History, Arts and Industries, and American Art/Portrait Gallery Buildings. Energy conservation improvements also will be made at the Hirshhorn and Air and Space Museums. Renovation of the electrical wiring in the Smithsonian Building will continue. At this time, it is anticipated that these and other utility systems repairs and improvements will cost approximately \$11,340,000 between FY 1983 and FY 1987.

Access for the Disabled, Safety and Security, and Correction of Hazardous Conditions. Substantial progress has been achieved in eliminating architectural barriers at Smithsonian buildings. Modifications to the Hirshhorn Sculpture Garden were completed in FY 1981 and a wheelchair lift is being

installed at the main entrance of the Smithsonian Building. All public areas at the Museum of African Art will be accessible to the disabled during FY 1982. Several Smithsonian facilities still require additional modifications to meet recently updated standards for disabled person access. These projects are planned to be accomplished during this planning period.

The elimination of exposed asbestos insulation located in several buildings continues to be a high priority. An amount of \$250,000 is included in the FY 1982 budget for this purpose, and approximately \$2,500,000 will be applied to the correction of this problem between FY 1983 and FY 1987.

Construction and equipment related to a planned new proprietary security system will be a prominent item in the Institution's R&R budget requests for the next 5 to 10 years. Now being designed, this system will incorporate state-of-the-art computer software which can be updated as new technology becomes available. Projects include rewiring and installation of electronic detection devices and communications equipment. Also being planned is an exterior lighting system for all Mall buildings; installations are expected to start in FY 1984. These security projects are estimated to cost about \$2,300,000 between FY 1983 and 1987.

This R&R category is estimated to cost approximately \$6,159,000 in the next five years.

Other Projects and Construction

Chesapeake Bay Center for Environmental Studies

Present facilities at the Chesapeake Bay Center include a renovated dairy barn with a new laboratory wing addition, an education and dormitory building, several small farm buildings which provide for storage and vehicle and boat maintenance, and several trailers.

The dairy barn building was renovated between 1969 and 1971 with funds from the Old Dominion Foundation and it then provided the main administrative and laboratory space. In 1974, a request was made for foundation support and other private funds to construct an education building to be used to house students and provide for public programs, workshops and seminars. This facility was completed in 1975. Because of increases in the Center's staff after 1971, and a lack of additional space in the Old Dominion Building, all of the subsequent new staff were housed in trailers acquired as surplus. These proved to be generally inferior for research use.

Currently, the Bay Center has developed a phased facilities renovation and improvement plan which provides in modular fashion additional space for research, education, administration, and services as they are required. Phase I of this six-phase program was constructed in FY 1978 and FY 1979 with approximately \$548,000 of nonappropriated funding, and provides 5,000 square feet for chemical laboratory needs. Phase II construction, a maintenance and shop building, has been completed using \$150,000 of appropriated funds

provided in FY 1979 and \$124,000 in FY 1980. Phase III construction, the final phase planned at this time, includes about 15,000 square feet of sophisticated laboratory space and other administrative facilities. The Smithsonian plans to seek construction authorization for this project, and appropriations in FY 1984 for design (\$400,000) and in FY 1985 for construction (\$4,000,000). In addition, up to \$2,900,000 of R&R funding will be required over the next five years for minor repairs and improvements to buildings and roads.

At the Bay Center's Poplar Island field station, efforts have been made to provide for low-cost shoreline erosion control, but it now appears unlikely that large-scale efforts at controlling erosion will be economically feasible.

Anacostia Neighborhood Museum

Several months of study and review during FY 1981 resulted in a redefined program for the Anacostia Museum. A second phase of program review is expected to result in the need for improved Museum facilities. Presently, the Museum's administrative staff and exhibition space are located in a leased building that is in disrepair and unsuitable for long-term occupancy. It is anticipated that a second, small building could be constructed on federal land in Anacostia. Planning for a building of about 25,000 to 30,000 square feet will be started in FY 1982. At this time, this project is tentatively scheduled for FY 1984 and 1985 at an estimated cost of \$3,850,000.

Astrophysical Observatory (Whipple Observatory)

Development of facilities at the Mt. Hopkins observatory is required to support expanded research activities associated with the installation of the Multiple Mirror Telescope. Construction of the dining/common building and the telescope/electronics annex building is complete. Design and engineering to convert the single-lane unpaved access road into a safe, in-sloped, all-weather road is complete, and work has begun using about \$80,000 from FY 1980 and \$100,000 appropriated in FY 1981. Over the next five years, up to \$900,000 will be required for various road improvements, including \$500,000 expected in FY 1982 and \$300,000 to be requested in FY 1983.

In FY 1982, a plan will be developed to assure continued use of a facility at Amado (about 18 miles from the summit) for administrative and support services. Repairs and improvements are required, and will be programmed as early as possible. Construction of a new support facility at the base of the mountain on Forest Service land is a longer-term objective, but planning for this purpose is not anticipated during this five-year period.

SAO construction and other facility requirements, excluding improvements at Amado, are estimated to cost up to \$2,500,000 over this planning period.

Tropical Research Institute

Continuing development is expected in the coming year for the Panama Canal Treaty implementation and a land management and facilities plan for the Barro Colorado Nature Monument. The Institute will plan for consolidation of research and support facilities, and will prepare a master plan to upgrade existing facilities.

The Institute's research facilities on Barro Colorado Island, as well as those at Naos Island, Galeta Point and other locations, continue to offer unique research opportunities to scientists and students throughout the world. Maintenance, repairs, and improvements are difficult and costly because of accelerated deterioration and logistical problems associated with these remote tropical locations. Preservation of these facilities requires constant support to protect and improve them for the future.

Presently, installation of a new wet laboratory and saltwater distribution system at Naos Island is complete and in use for marine research. In addition, renovation and consolidation of other research facilities at Naos have been planned. At Barro Colorado Island, upgrading of sanitary and water facilities and renovation of almost all structures are necessary. About \$418,000 (some of which was reprogrammed from various STRI projects in FY 1979 and 1981, and \$195,000 which was provided in FY 1980) will be used to construct a new library facility at the Tivoli site in Panama City. Additional consolidation of laboratory and administrative space at this location is desirable, but no detailed plans or estimates are available at this time.

Major repairs and maintenance of the Tropical Research Institute's research and support facilities will require increased attention and funding in the years ahead, and it is estimated that about \$2,000,000 will be needed over this planning period.

BEYOND FY 1987

There is merit to looking further ahead than just five years in communicating to OMB, Congress, and others the Institution's operating and capital objectives and in planning for resource levels to match the Smithsonian's basic growth aspirations. The Smithsonian, as any other organization, must look ahead fifteen or twenty years if it is to continue to be successful in meeting its responsibilities to the public, the museum and scholarly communities, and the nation. This chapter presents a brief summary of longer-range possibilities based on existing institutional policies, and projections to about FY 1995.

Emphasis on research, exhibition, collections management, and other basic programs, of course, will continue. Quality activities and services for visiting public and Associate members are other basic aims and will be stressed. New buildings, where necessary, and careful attention to those now under the care of the Institution, require longer-range thinking if results are to be useful to the public. The most effective use of available federal and trust resources in achieving general objectives will continue to motivate overall management planning. As the time horizon is extended, however, it becomes increasingly difficult to detail the varied opportunities and related management choices which will emerge. Nevertheless, it is possible to set down institutional desires, directions, and resources which can be aspired to if conditions external to direct management control permit. In interpreting materials contained in this chapter, it is important to highlight the following:

- . A generally favorable economic situation is assumed to prevail over time. The Administration is predicting that inflationary pressures on the nation's economy will lessen considerably during the next five years. For purposes of describing institutional plans beyond 1987, inflation is assumed to have only minimum influence.
- . Essential levels of appropriations for capital and operating projects as outlined in the preceding chapters for years FY 1983-87 will be forthcoming from the Executive and Congressional branches of government.
- . Visitation will remain strong.
- . Public acceptance of the Institution's various programs and products, and supporting trust funds generated through investments, Associates and auxiliary activities, will continue to allow net proceeds to grow moderately and to be applied to Smithsonian objectives as approved by its Board of Regents.

- . Possible future transfers to the Institution of historic buildings that might be preserved for Smithsonian use are not considered. Likewise, it is not possible to speculate on the availability of major new gift collections that might require special housing for display or other purposes.

Given these general assumptions, Smithsonian management predicts continued success through the turn of the century in developing resources to serve the public and the nation through its varied programs.

Program Expectations

With regard to longer-run developments in programs the Institution's activities have always spanned national and international interests, but in future years its multinational character should begin to flourish in an even greater fashion, and, in keeping with longer-run natural and cultural forces, lead to a more singular world community.

The construction of the Quadrangle, now planned for completion in FY 1986-87, is basically an effort to provide the Institution with appropriate and sufficient space to display the great art and history collections of the Eastern and African cultures. In post-1987 years, its programs will provide a window on the Mall for cultures now representing two-thirds of the world's population, spanning an area from Japan, through Asia, the Middle East, and Africa. The roots of these cultures run deep, and the contributions to Man's development from these areas have been and will continue to be a pervasive force in the world. The Quadrangle and its programs will promote the long-run causes of international peace and understanding. While the content of the Institution's longer-range exhibition programs, as in the past, will focus on historical events important to the development of the nation, of Man and his culture, and be based on the latest findings and interpretations of the international community of historians and scientific investigators, in general, exhibitions can be expected over time to take on more of an international flavor, reflecting the interdependence of nations in pursuing essentially common cultural and humanistic goals in a world of limited natural resources.

The Institution expects to apply continuing emphasis to its research programs, especially in areas where it has developed considerable expertise such as basic taxonomy and systematics, monitoring the effects of long-term environmental change, examining the basic components of matter, studying the universe, and expanding knowledge of animal behavior. Research endeavors expected to be more thoroughly cultivated and developed include archeometry, specie conservation and propagation, and Man-related disciplines. As part of its longer-term research agenda, the Smithsonian may indeed be more of a focus for the activities of some of the American overseas research centers whose research interests align with those of the Institution.

Improvements to all aspects of managing collections is another long-term concern, including the continuation and updating of the comprehensive inventory started recently, security mechanisms, loan processing, the development of automated information systems, and the conservation and preservation of artifacts and objects for research and display purposes. The Smithsonian will always have major responsibilities directed to the preservation and care of collections. Objects made by Man, or collected by him from nature, are the tangible products of his historically persistent struggles to comprehend and live with his environment, extend his mastery over it, improve his condition, and express his spiritual aspirations. The collection, interpretation, preservation, and transmission of knowledge related to important objects is essential if this and future generations of people are to measure and understand the character of international cultural and natural change.

The programs which will be housed at the Museum Support Center building, now under construction and scheduled for completion in FY 1983, will be fully operational by the mid-1990s. The facility and its programs were fundamentally conceived a decade ago to provide space, laboratories, training areas, and equipment, all designed for the efficient storage, study, care and preservation of collections. In a visible fashion in future years, the Center and its operations represent the Institution's commitment to apply the most advanced conservation and preservation techniques known to minimize the unavoidable toll of time on the products and discoveries of Man, and to allow them to be passed on as a resource for future research and exhibition.

Educational programs and services to the public, including classes, publication and other media activities, are expected to grow in number and variety. They will be adapted in a style and format which will be in keeping with the changes that will be taking place in television and communications technologies.

Operational Funding Expectations

With regard to federal funding growth associated with operations, the Smithsonian expects to keep abreast of inflation; obtain the necessary resources to implement its programs being planned for the Quadrangle and Support Center; experience some continued moderate increases for research, exhibit, or other program opportunities as they arise; and to maintain an appropriate balance of funding for its science, history, art, and other major operating interests.

Essential levels of S&E operating resources through FY 1987 are projected in earlier chapters as approximately \$200,000,000.^{1/} For illustrative purposes, even using a five percent annual growth figure to cover inflationary

^{1/} Projected level of S&E resources required excluding future year legislated pay increases.

cost increases and program requirements (beyond those which can reasonably be supported through reallocation of base funds), the Institution would be operating with approximately \$300,000,000 in FY 1995. An operating level of this magnitude seems incomprehensible when viewed from today's perspective. This figure, however, is conservative, and a genuine indication of what could happen.

As in federal operations, the basic approach regarding long-range trust operational prospects is a conservative one. Sustained moderate growth in the Institution's endowment is a high priority now and will continue to be throughout the foreseeable future. During FY 1975-80, pursuant to the Board of Regents' policy of increasing the Institution's endowments, the market value of endowments in restricted and unrestricted areas grew from around \$42,000,000 to \$78,000,000 as a result both of gifts and transfers to these funds, as well as prudent investment. Assuming a comparable economic climate and sound management investment choices, that performance should continue for a decade or so hence. It is planned that a prudent portion of the Institution's net revenues will continue to be added to unrestricted endowment and that gifts for restricted purposes will also continue.

Overall, by the mid-1990s, if trust revenues are sufficient to offset the effects of inflation, the Institution hopes to be able to increase its net earnings from auxiliary and business-related activities to about \$15,000,000. The pattern of applying unrestricted net funds throughout future years to institutional operations is expected to be much the same as now: to enhance endowments; to fund Board of Regents' approved programs in research, fellowship, and education areas; to enhance program activities with the museums and bureaus; and to support central institutional administrative requirements.

Grants and Contracts

Grants and contracts from the federal government have been a significant source of funds for Smithsonian contributions to scientific and cultural advances almost since the Institution's establishment. Government interest in support of the national basic research enterprise may never again reach the levels of enthusiasm recorded in the 1950s and 1960s, simply because of limited resources for higher educational institutions, research laboratories, and establishments such as the Smithsonian. Nevertheless, the federal government cannot neglect basic research altogether, and must continue to support and stimulate through the grant and contract mechanisms quality investigations into selected areas. The Institution has distinguished itself in various basic research disciplines, and intends to continue to do so over the long run, partially through sustained grant and contract work received from the federal government, as well as its other sources of funding.

Foreign Currency Program

The Smithsonian has conducted programs with excess foreign currency funds since 1965. Foreign currency projects, consisting of grants to American institutions of higher learning, including the Smithsonian itself, museum professional exchanges, and occasional restoration projects of international importance such as the Temples of Philae in Egypt, have occurred in most of the excess currency countries. The results have been amply reflected in publications, conference presentations, and exhibits, and in sustained scholarly relationships. The countries where excess currency projects could be funded were eleven, and are now reduced to five. Opportunities may be limited over the longer run if present excess currencies and countries diminish even further. While the international context changes periodically, the Smithsonian expects its program to remain active as long as currencies are available.

Buildings and Facilities

At the end of FY 1981, the Smithsonian occupied approximately 4,200,000 square feet of building space, owned or leased, for all purposes in facilities located in Washington and elsewhere. By FY 1987, with the projected completion of the first building at the Museum Support Center in FY 1983, the occupation of the planned Quadrangle facility by FY 1986, and the essential completion of facility work by FY 1987 for the Zoological Park in Rock Creek and at the Front Royal Conservation Center, space occupied by the Institution will approximate 4,600,000 square feet. By FY 1995, if the Institution continues to be successful in planning and accommodating its major space objectives, space available might approach 5,100,000 square feet. Implicit to the projections beyond FY 1987 are the following general Institutional objectives:

- . Consolidation of operations into Smithsonian-owned facilities on properties controlled by the Institution or the federal government, and the minimum reliance on leased or rented locations.
- . Continued phased development of the Suitland properties for controlled warehousing, preservation, conservation, and study of the Institution's collections, as well as for technical, logistical, and administrative support of the Institution's operations.

Smithsonian rentals at today's rates from all sources of funds now cost about \$2,800,000 annually. Primarily, these are for research, collections management, and support purposes. About two-thirds of these costs are represented by activities in the Washington, D.C. area, and the balance by field activities, principally the Astrophysical Observatory. Substantial consolidation of space holdings took place in 1972-75 in the Washington area to obtain more appropriate and efficient space, to simplify logistical support, and to avoid sizable rent increases. Four leased buildings

were vacated over this period with many operations being relocated to a single leased facility at 1111 North Capitol Street. When the Museum Support Center building now under construction is completed, the Oceanographic Sorting Center will move from the Navy Yard Annex and annual rental savings close to \$270,000 will occur. These savings will be used in future years to offset equipment costs at the Museum Support Center.

This consolidation process should continue and other rental locations, including 1111 North Capitol Street, are factored into our long-range consolidation plans. They are the Anacostia Neighborhood Museum; the Radiation Biology Laboratory; the Astral Building in L'Enfant Plaza which contains the offices of several support and program functions such as internal audits, accounting, and performing arts; and the Cambridge headquarters of the Astrophysical Observatory.

Institution facility requirements will be restudied at appropriate intervals and management is not presently committed to any planned building configuration or schedule for appropriations and construction. However, over the long run the Suitland location seems ideal for fulfilling many of the Institution's consolidation and collection management objectives. The building under construction at Suitland will permit the Institution to meet collections storage needs in the natural history area, establish training and other conservation program space, and vacate rented space at the Navy Yard. A second phase of development at Suitland will alleviate emerging collection storage pressures in the history and art bureaus and enable the Institution to reduce further current rental locations, such as the facility at 1111 North Capitol Street, and house a variety of administrative support and management functions. Additionally, the Institution will continue to require office space in the downtown area for administration and program support housed presently in very expensive space at L'Enfant Plaza.

Zoological Park. Development of the Zoological Park's facilities will be largely finished by FY 1987, but two projects will remain for completion in the following years: the parking garage at Rock Creek and the visitors/conference facility programmed for the Conservation Center. Construction of the parking garage is to be partially funded through accumulated reserves set aside from parking revenues at the Zoo, and is planned as the last step in completing the Rock Creek master plan. The visitors/conference facility is also the last in a planned series of relatively small projects scheduled for completion at the Conservation Center. Over the years, R&R funds will be sought for the Center for such items as installation of utilities and access roads, security buildings, small quarantine and animal hospital facilities, maintenance facilities, and the visitors/conference center. The visitors center as currently envisioned will add about 35,000 square feet to the Institution's public/exhibit areas after FY 1987.

Radiation Biology Laboratory. The Institution recently exercised an option to renew the lease for the Radiation Biology Laboratory's facilities at Rockville, Maryland, through 1985, and anticipates exercising a second option which would extend this lease through 1990. Past experience indicates that technically sophisticated laboratory space is acquired for lease only at significant expense, and with less than satisfactory results. Sometime during the period FY 1988-90 it will be necessary to acquire appropriate new quarters for the Radiation Biology Laboratory. Over the next several years, the Institution expects to complete a study of the Laboratory's space requirements and to explore how these could be met by further development of existing Smithsonian property. These needs might equate to around 60,000 square feet of research and laboratory space.

Astrophysical Observatory. The Smithsonian Astrophysical Observatory depends entirely upon rental space for its activities in Cambridge, Massachusetts. An Observatory-owned facility at Cambridge could offset long-term escalating rental costs and provide additional benefits of consolidation of locations and increased space. A 100,000 square foot research and support building programmed for construction sometime after FY 1987 would accommodate the Astrophysical Observatory's requirements, and needs to be considered.

Cooper-Hewitt Museum. The Institution currently is exploring ways to make maximum use over the long run of the land and space available for Cooper-Hewitt operations. Under consideration is a tentative plan which would allow a new wing to be constructed at some future date on the parking area adjacent to the Carnegie Mansion and behind the Miller townhouse. Once erected, this phase would be followed by renovation of the townhouse and reorganization of the Carnegie Mansion. The new building would add substantially to the Museum's capabilities for special changing exhibitions, and allow the Carnegie Mansion to house the Museum's permanent collections and exhibitions. The entire project is envisioned as funded from donations and gifts. The Institution is currently seeking a private donation to pursue concept planning involving design schematics and other engineering analyses. It is too early to make judgments on the ultimate configuration, dimensional possibilities, and potential construction timetable.

Mall Site. The property bounded by Third Street, Maryland Avenue, Fourth Street, and Jefferson Drive has been reserved by Congress for the future public use of the Smithsonian (P.L. 94-74, approved August 8, 1975). There are currently no plans for the development of this site, but the Institution will continue to consider potential uses of the land for establishing a last major Smithsonian Mall museum before the turn of the century. In the meantime, it is expected that the site will continue to be used for temporary exhibitions and other purposes by federal and other organizations.

Mall Visitor Access. The Institution will continue during the present five-year cycle and beyond to improve visitor access to all Mall museums and monuments. This includes enhancing present public transportation to and around the downtown area and, in the foreseeable future, providing

adequate parking for visitors who will drive to the Mall area. This last concern encompasses attempts to increase capacity of current Mall resources by making available on weekends current government parking, and planning for additional Mall area parking underground.

Other Projects. The necessity for additional space to support the collections and other programs of the American Art and Portrait Gallery Building could provide a unique opportunity for further development of a center of American art if the old Tariff Commission Building (across F Street from the American Art/Portrait Gallery Building) can be restored and transferred to the Institution. The prospects of this opportunity to preserve a historic and architecturally significant building and devote it to public purposes are very long range.

Additionally, the Institution will actively support efforts by the Woodrow Wilson International Center for Scholars to acquire appropriate new quarters.

Maintenance and Improvement of Buildings. The Institution currently occupies many older buildings of cultural and historical importance to the nation, such as the headquarters Castle Building, the Arts and Industries Building, the old Patent Office Building, the original Corcoran Art Building, and the Barney Studio House. As time passes, these buildings will require added resources to assure their preservation and continued usefulness to the public and the Institution. In addition, many buildings of more recent construction will begin to require more attention.

At the present time, the Institution is devoting \$7,000,000 to \$9,000,000 of federal funds annually to the renovation and restoration of its buildings, exclusive of utilities, custodial care, and basic maintenance provided through the operational budget. While the annual figure may fluctuate somewhat, the Institution foresees a need to increase its renovation and restoration efforts to the level of approximately \$12,000,000 per year during the next five-year period, through about FY 1987. Management will make periodic assessments of the adequacy of this level of funding and, within the framework of future years available renovation and restoration funds, the Institution will continue to make improvements at various locations. Included among these are such items as expanded tropical research library facilities and improvements to the Barro Colorado Nature Monument under the supervision of the Tropical Research Institute in Panama and the Astrophysical Observatory's continued improvement of the Mt. Hopkins site. Beyond FY 1987, renovation, restoration, and modifications to existing space in Mall and other buildings for exhibitions, research programs, access by the handicapped, safety and health, and general preservation of historic facilities will continue to be among the highest priorities of the Smithsonian. If inflationary and other conditions warrant seeking funds greater than the \$12,000,000 now being forecast, then a case will be made through the budget process.

If these improvements and additions to the Institution's physical plant occur, there will, of course, be related operating costs for necessary personnel, utilities, equipment and other items, to be funded largely through the federal appropriations process. While some operating and equipping needs have been factored into the S&E projections through FY 1987 for the Quadrangle, Museum Support Center, and facilities associated with the Zoological Park, it is too early to speculate about similar resources related to longer-range building possibilities. This will be done, however, as plans become firmer and as the time horizon shortens to the three-to-five-year period usually associated with legislative, appropriation, and construction cycles for physical plant additions.

As refinements are made to the Institution's long-range construction and operational aspirations, Congress, the Executive Branch, and other constituents will be kept fully informed through every means of communication, including the Prospectus.

A P P E N D I X

SMITHSONIAN OPERATING RESOURCES FY 1975 - FY 1987 IN CONSTANT 1981 DOLLARS

This appendix eliminates inflation from the projected funding levels for FY 1981 through FY 1987 in the Prospectus and compares the resulting real (constant dollar) growth for this period to that experienced in previous years. Chart A displays resources of the Institution in constant 1981 dollars, or current purchasing power. Information for FY 1970 is also included for comparative purposes. Table 13 sets forth 1975 and 1987 financial resources by source of funds, in both actual as well as constant 1981 dollars. Federal fund estimates for FY 1982-87 have been discounted in accordance with inflation indices provided in the summer of 1981 by the Office of Management and Budget; and, in a similar fashion, trust fund estimates have been discounted by a factor of 5 percent computed cumulatively, a figure that units were instructed to use when materials were being assembled for the Institution's budget planning reviews. For FY 1970 and FY 1975, resources were inflated to 1981 constant dollars based on the Consumer Price Index.

FY 1975-81

In constant FY 1981 dollars, growth from FY 1975 to FY 1981 equates to about \$53,000,000, of which about \$5,000,000 was associated with federal appropriations. Much of the real federal growth experienced during the period was attributable to the operation of the Air and Space Museum, the addition of the Museum of African Art, the operation of new and expanded Zoo facilities, and equipment appropriations for the Museum Support Center.

Most of the Institution's real growth during this period took place in trust operations. FY 1975-81 was a period of healthy expansion of trust activities and associated resources. Trust fund income, composed of gifts, investment income and revenues generated by the auxiliary activities, expressed in constant FY 1981 dollars, grew by over \$54,000,000 during this period. Most of this growth resulted from expanded Associate programs, primarily the Smithsonian magazine; expanded operations of the museum shops; and new activities including the Mail Order Division and Smithsonian Exposition Books. In generating trust income, however, the expenses of the auxiliary activities increased in constant dollars by over \$48,000,000, and net real income provided from all nonappropriated trust fund sources increased by only \$6,000,000.

Federal grant and contract levels increased in actual dollars during FY 1975-81 by approximately 15 percent; but when viewed in terms of constant dollars declined by over \$6,000,000, affecting primarily the Smithsonian Astrophysical Observatory.

FY 1981-87

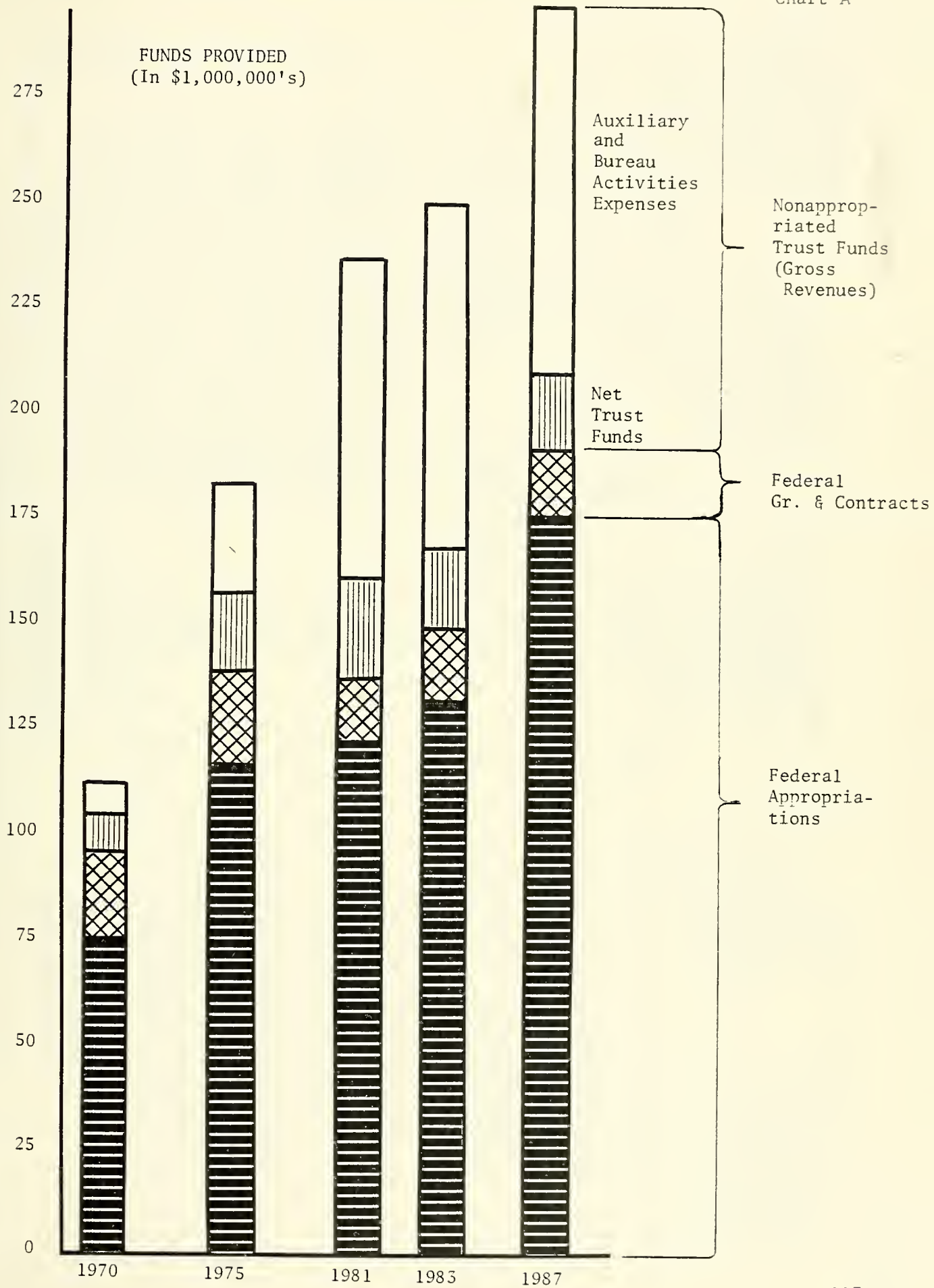
As detailed in earlier sections of the Prospectus, an increase in gross operating revenues of about \$167,000,000 is projected for the period from FY 1981 to FY 1987. Of this increase, some \$107,000,000 is attributable to inflation, primarily in areas such as pay and utilities, leaving approximately \$60,000,000 in anticipated real growth. Also implicit to the projections is the fact that they reflect institutional goals and aspirations, and may be overly optimistic regarding availability of federal appropriations in future years, while trust operations may be understated. Federal appropriations account for about \$53,000,000, or 88 percent of the projected constant dollar growth. Real growth in FY 1981-83 is associated primarily with equipping and operating the Museum Support Center and security and maintenance of the collections and physical plant. Over the longer run, real growth is associated with operations of the Museum Support Center; the Quadrangle; basic and interpretive research in such areas as tropical biology, astrophysics, zoology, and environmental sciences; and in automation and modernization of equipment.

Real growth of \$2,000,000 is currently projected in the area of federal grants and contracts, primarily for work related to programs of the Astrophysical Observatory and hopefully reversing the trend of the earlier period of FY 1975-81.

Constant dollar revenues in nonappropriated trust funds are projected to increase by about \$5,000,000 from present levels of \$99,600,000. Current expectations are that this growth will be more than offset by increased expenses of the auxiliary activities, and that institutional net trust fund income may decline in real purchasing power from present levels by as much as \$7,000,000.

Smithsonian Institution Operating Funds - In Constant 1981 Dollars
Fiscal Years 1970, 1975, 1981, 1983, 1987

Chart A



(In Thousands of Dollars)

SMITHSONIAN OPERATING FUNDS

Fiscal Years 1975, 1981 and 1987 in Actual and Constant 1981 Dollars

	FY 1975		FY 1981 Base	FY 1987	
	Actual	In Con- stant \$'s		Projected	In Con- stant \$'s
<u>FUNDS PROVIDED</u>					
Federal Appropriation - S&E	70,706	117,600	122,478	241,297	175,500
Federal Grants and Contracts	12,344	20,500	14,172	21,790	16,300
Nonappropriated Trust Funds:					
Investments	2,677	4,500	6,303	6,350	4,700
Gifts and Miscellaneous	5,409	9,000	4,962	4,270	3,200
Auxiliary and Bureau Ac- tivities Revenues (Gross)	19,228	31,900	88,381	129,498	96,600
Less Related Expenses	(16,675)	(27,700)	(75,924)	(117,574)	(87,700)
Auxiliary and Bureau Ac- tivities Net Revenue	2,553	4,200	12,457	11,924	8,900
Total Nonappropriated Trust Fds:					
-Gross	27,314	45,400	99,646	140,118	104,500
-Net	10,639	17,700	23,722	22,544	16,800
Total Operating Funds Provided:					
-Gross	110,364	183,500	236,296	403,205	296,300
-Net	93,689	155,800	160,372	285,631	208,600

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the Papers of Joseph Henry

Museum of African Art Commission

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Advisory Board

National Armed Forces
Museum Advisory Board

National Board of the
Smithsonian Associates

National Human Studies Film
Center Advisory Council

National Museum of American Art
Commission

National Museum Act
Advisory Council

National Portrait Gallery
Commission

Smithsonian Council

Women's Committee of the
Smithsonian Associates

TREASURER*

Accounting Office

Office of Grants and Risk
Management

Business Management Office

Concessions

Mail Order Division

Smithsonian Museum Shops

GENERAL COUNSEL*

Coordinator of PUBLIC INFORMATION*

Office of Congressional Liaison

Office of Public Affairs

Office of Special Events

Director of MEMBERSHIP AND DEVELOPMENT*

Development Office

Smithsonian National Associate
Program

Smithsonian Resident Associate
Program

Assistant Secretary* for SCIENCE

Chesapeake Bay Center for Environmental
Studies

Fort Pierce Bureau

National Air and Space Museum

National Museum of Man

Center for the Study of Man

National Museum of Natural History

National Zoological Park

Office of Biological Conservation

Office of Fellowships and Grants

Radiation Biology Laboratory

Smithsonian Astrophysical Observatory

Smithsonian Tropical Research Institute

Assistant Secretary* for HISTORY & ART

Archives of American Art

Cooper-Hewitt Museum

Freer Gallery of Art

Hirshhorn Museum and Sculpture
Garden

Joseph Henry Papers

Museum of African Art

National Museum of American Art

Bruckner Gallery

National Museum of American
History

National Portrait Gallery

Office of American and Folklife
Studies

Assistant Secretary* for MUSEUM PROGRAMS

Conservation Analytical Laboratory

National Museum Act

Office of Exhibits Central

Office of Horticulture

Office of International Activities

Office of Museum Programs

Smithsonian Archives

Smithsonian Institution Libraries

Smithsonian Institution Traveling
Exhibition Service

Assistant Secretary* for PUBLIC SERVICE

Anacostia Neighborhood Museum

Division of Performing Arts

International Exchange Service

Office of Elementary and Secondary
Education

Office of Smithsonian Symposia and
Seminars

Office of Telecommunications

Smithsonian Expedition Books

Smithsonian Institution Press

Smithsonian Magazine

Visitor Information and Associates
Reception Center

Assistant Secretary* for ADMINISTRATION

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Contracts Office

Office of Equal Opportunity

Office of Facilities Services

Office of Design and Construction

Office of Plant Services

Office of Protection Services

Management Analysis Office

Office of Personnel Administration

Office of Printing and Photographic
Services

Office of Programming and Budget

Office of Supply Services

Travel Services Office

SMITHSONIAN INSTITUTION LIBRARIES



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